

Unification Commission
December 16, 2023
3:00 p.m. Eastern / 2:00 p.m. Central / Noon Pacific

DRAFT AGENDA

3:00	Call to order	Felipe Martinez, Cristi Scott Ligon
	Opening Prayer	Cristi Scott Ligon
	Land Acknowledgement	Kris Thompson
	Approve Docket	
	Approve November 12, 2023, Meeting Minutes	
	Covenant	
	<i>Key Unifying Principles</i> : Relational, Streamlined, Nimble, Justice Focused, Vision Driven.	
	Co Moderator's Report	
	<ul style="list-style-type: none">GA Timeline	Kathy Lueckert
	Written Work Group Reports (public, available in advance)	
	<ul style="list-style-type: none">Consultations	Dee Cooper
	<ul style="list-style-type: none">Governance	José Rosa Rivera
	<ul style="list-style-type: none">Finance	Scott Lumsden
	<ul style="list-style-type: none">Status of Communications Unification	Kathy Lueckert
	<ul style="list-style-type: none">Report from Kathleen	Kathleen Henrion
	Closed Session	
5:00	Adjourn with Prayer	

Looking ahead: January and February

- January: Governance—roles and structure of *NewGov* and *NewAg*
- January: GA Report Discussion and Writing Team
- February 17: Approve GA report
- February 26: 120-day deadline

Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency
DRAFT - Minutes
Online
November 12, 2023

Gathering

The Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency (“the Unification Commission”) held their twelfth meeting online using Zoom, an online audio and web conferencing platform. The public was able to watch in real-time (and view a recording) via Vimeo, a video sharing platform, on the website of the Office of the General Assembly. Materials, including the agenda and minutes, were available to the public via EQUIP, a learning management system administered by the Officer of the General Assembly.

Roll

The roll was formed:

Commissioners (as appointed by the Co-Moderators of the 225th General Assembly (2022); criteria and demographics included for the record):

Felipe N. Martínez, Co-Moderator, Teaching Elder, Presbytery of Ohio Valley;
Commissioner, 225th General Assembly (2022)
Cristi Scott Ligon, Co-Moderator, Ruling Elder, Presbytery of Middle Tennessee;
Commissioner, 225th General Assembly (2022)
Debra Avery, Teaching Elder, Presbytery of Great Rivers; Moving Forward
Implementation Special Committee
Carson Brown, Ruling Elder, Presbytery of Peace River; Young Adult Advisory
Delegate, 225th General Assembly (2022)
Dee Cooper, Teaching Elder, Presbytery of Denver; Presbyterian Mission Agency Board
Dave Davis, Teaching Elder, Presbytery of the Coastlands; Committee on the Office of
the General Assembly
Frances Lin, Teaching Elder, Riverside Presbytery; At-Large
Scott Lumsden, Teaching Elder, Presbytery of Seattle; Per Capita and Financial
Sustainability Special Committee
Emily Martin, Ruling Elder, Presbytery of North Central California; Young Adult
Advisory Delegate, 225th General Assembly (2022)
José Rosa-Rivera, Ruling Elder, Presbiterio de San Juan; Per Capita and Financial
Sustainability Special Committee
Bill Teng, Teaching Elder, Presbytery of Peace River; Presbyterian Church (U.S.A.),
A Corporation Board
Kris Thompson, Ruling Elder, Presbytery of National Capital; At-Large

Staff:

Barry Creech, Deputy Executive Director for Administration, Presbyterian Mission Agency
Kathleen Henrion, communications specialist
Kathy Lueckert, President, Presbyterian Church (U.S.A.), A Corporation
Kerry Rice, Deputy Stated Clerk, Office of the General Assembly
Alejandra Sherman, Executive Assistant to the President, Presbyterian Church
(U.S.A.), A Corporation

Opening Prayer
and Devotion

Felipe N. Martínez, co-moderator of the Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency (“Unification Commission”), called the meeting to order at 3:00 p.m. ET. Carson Brown led the opening prayer.

Land Acknowledgment	Felipe Martínez led the land acknowledgment, informed by current service at the First Presbyterian Church of Columbus, Indiana, and acknowledged that the land known today as Bartholomew County and the parcel on which the church building stands are part of ancestral territory of the My-aam-ia (Miami), Shaw-an-da-sse Tula, Shaw-an-waki (Shawnee), Kas-kas-kia, Adena Culture and Kii-kaa-poi (Kickapoo).
Agenda	By common consent, <u>the Unification Commission adopted the agenda</u> . Some of the materials, including the agenda and minutes, were available to the public via EQUIP, a learning management system administered by the Office of the General Assembly.
Minutes	By common consent, and without objection, <u>the Minutes of the October 12-14, 2023 meeting were approved</u> .
Covenant	Felipe Martínez and Cristi Scott Ligon, as co-moderators, read the covenant as a reminder of how the Unification Commission had agreed to engage this responsibility.
Co-Moderator Report	<p>Felipe Martínez and Cristi Scott Ligon thanked members of the commission for living into a new process of work – for reports to be distributed prior to the meeting, to permit more time for discussion and conversation.</p> <p>Cristi Scott Ligon welcomed any questions or comments from the Co-Moderators Report (Attachment 1), distributed prior to the meeting. Felipe Martínez thanked Kathleen Henrion for the ongoing communication contributions.</p>
Key Unifying Principles	Cristi Scott Ligon recalled the exercise at the previous meeting in St. Louis, Mo. to collectively discern key unifying principles. A summary of those principles was shared as follows: Relational; Streamlined; Nimble; Justice Focused; and, Vision Driven.
Communications Unification	<p>Upon recognition, Kathy Lueckert, President, Presbyterian Church (U.S.A.), A Corporation, provided an update on the action of the Unification Commission at the Oct. 12-14, 2023, meeting to unify the communications of the agencies. Kathy Lueckert summarized a memo that was distributed in advance of the meeting to members. The Commission learned of leadership (Bronwen Boswell, acting stated clerk) and project management (Corey Schlosser-Hall, deputy executive director for vision and innovation), and of the approach to treat the unified communications as a “start-up” (or “new”) entity, and not a “mash-up” (or combination of teams). The timeline was laid out, with a targeted week of April 19, 2024, for potential communications unification.</p> <p>Kathy Lueckert noted two priorities were the 226th General Assembly (2024), and the new pcusa.org website.</p>
Finance: Work Group Update	Upon recognition, Scott Lumsden, facilitator, provided an update for the Finance Work Group (also comprised of Dave Davis and Kris Thompson; the addition of Frances Lin was noted). The report (Attachment 2), distributed in advance of the meeting, was referenced. As reported, a revised focus of the Work Group is the chart of accounts and discussion around the timing of the fiscal year. While the executive leadership is empowered to lead the process of the budget, priorities were discussed.

It was noted the budget priorities were not detailed for the broader Unification Commission outside of the Work Group. Executive leadership addressed these budget priorities with an understanding the priorities would not be public documents, since the topics include matters of personnel. Historically, the process to form the budget has not been public. The Work Group noted the broad priorities were discussed at the last meeting in St. Louis, including support of mid-councils, communications unification, updating information technology (including the website), leadership development (especially younger people and persons of color), and the ongoing work of the Administrative Services Group. The Work Group would return to the next meeting with executive leadership to discuss confidentially sharing the priorities with the Unification Commission.

Scott Lumsden noted there was also discussion on the budget impact of the Special Offerings (and the respective General Assembly task force), and the work of the Ministry Engagement Specialists for fundraising.

The Finance Work Group was thanked for their work and update.

Consultation:
Work Group
Reminder

Upon recognition, Dee Cooper, facilitator, provided an update for the Consultation Work Group (also comprised of Cristi Scott Ligon and Emily Martin, now including Felipe Martínez). The Commission was pointed toward the report ([Attachment 3](#)), distributed in advance of the meeting. Since the report was distributed, a date to discuss a consultant for the culture of the combined agencies was identified after today's (November 12, 2023) meeting.

There will be further discussion around consultations during executive (closed) session.

Governance: Work
Group Update

Upon recognition, Debra Avery, facilitator, provided an update for the Governance Work Group (also comprised of Carson Brown and José Rosa-Rivera, and now including Bill Teng), noting that José Rosa-Rivera would take leadership of the Work Group while Debra Avery was away (anticipated dates of November 22 – December 17, 2023). The report ([Attachment 4](#)) was referenced with Debra Avery's update.

It was noted how the new agency would be complex, layered, and detailed, including the integration of the financial resources, and the need for technical financial expertise for the new governance entity.

Felipe Martínez thanked the Governance Work Group, and all work groups, for their reports (distributed to the commission prior to the meeting; publicly available after the meeting). These reports accomplished their goal to permit further discussion.

Executive Session

Upon motion, second, and an opportunity for discussion, the Unification Commission entered executive session to address personnel and property matters. Staff were invited to participate in the executive session. (Recorder's Note: the livestream was paused, and then restarted upon rising from executive session.)

Rising from
Executive Session

The Unification Commission voted to rise from executive session.

Felipe Martínez reported that during executive session the Unification Commission took no further actions.

Closing Prayer

Felipe Martínez noted the next meeting was scheduled online for December 16, 2023, and the Unification Commission would adjourn with a closing prayer. After motion, second, and discussion, and with a closing prayer from Frances Lin, the meeting was adjourned at 4:45 p.m.

Respectfully submitted,

/s/ Raymond Bonwell
Recorder

**Commission for the Unification
of the Office of the General Assembly and the Presbyterian Mission Agency**

COMMISSION COVENANT

- To pray for one another
- To speak and listen with respect
- To inhale and exhale, to remember to breathe
- To have a posture of open mindedness, ready to listen, not quick to make decisions but seek understanding first
- To offer grace as we share collective witness
- To address things authentically, transparently and directly
- To make tough decisions
- To not be bound by our assumptions
- To be open to the Spirit's new options we haven't even considered
- To stay trusting in God
- To know when to speak and act, and know when to be quiet and wait for decisions to come in their time
- To be sensitive to the mindset of staff from OGA and PMA, to pray for them, to be a calming force
- To be consistent in how we communicate officially and unofficially
- To not take ourselves too seriously
- To support and care for one another

Adopted on December 17, 2022

CONSULTATIONS WORK GROUP REPORT

When we meet again, we will have completed the following consultations:

Oct 17	1:00 PM	GACEIR	Bill T	Kathy	Jose
Nov 2	4:00	1st Caucus	Dee	Kathy	Jose
Nov 3	3:00	PILP	Frances	Kathy	Carson
Nov 6	7:00 PM	2nd Caucus	Cristi	Kathy	Jose

This leaves 2 more on our list of the initial and required ones from the GA directive.

Below is our work plan, and we have been trying to find a time to meet ... The outlined work pieces ahead are these:

We left St Louis with the following items of business for us to cover:

1. Meeting with ASG staff- Kathy is already on this and scheduled time.
2. Meeting with the ecumenical partners- Kerry is asking Diana to take the lead on this and set up a time for us to meet with them.
3. Provide directions to Susan Barnett to synthesize the newer consultations into the one she created a few months ago - Kathy has already initiated this.
4. Discuss with Susan about creating a report from the Mid Council listening sessions around the table, the input that they handed to Felipe and Cristi, and the survey they completed.
5. Sharing this with the Mid Council Leaders.
6. Creating a report to be shared with all who participated in our listening sessions (and also the larger denomination).
7. Creating a feedback loop (like a test market not starting over) with OGA/PMA staff Mid council leaders and integrating the executives.

Then, the discussions moved to the awareness and process of molding two cultures together. This became a theme echoed by each of the other workgroups. As we progress into shaping, we have to understand the cultures and then understand or support how to bring them together into one new culture.

Debra shared the Way Forward cultural analysis- this might be a template to do an update. Kerry shared that OGA has done some informal analysis

Berry shared that PMA has been doing extensive analysis as well as developed a process of a culture code

Felipe, Cristi, Kris, and I had met to discuss consultants- and had begun early conversations that this might be an area which we would benefit greatly from a skilled consultant.

GOVERNANCE WORKGROUP REPORT

As we continue to work on the development of NewAg Roles these things are providing focus for us: evangelism, our connectional nature, and our unique theology.

We continue working on the development of the NewAg roles:

- 1) Strategic-Analytic (inward facing, support to PCUSA as a denomination)
 - a. Leadership development
 - b. Mid Council and Congregational Relations, Development and Support
 - c. General Assembly
- 2) External-Ambassadorial (outward facing, how PCUSA shows up in the world)
 - a. Ecumenical, Interfaith and International Partnerships
 - b. Justice and Advocacy
- 3) Visioning/Fiduciary-Operational/Board structural/Technical
 - a. Board support and operational coordination
 - b. Strategic Planning/Vision/ Evaluation
 - c. Communication

Next Steps:

- 1) Determine the role of executive leadership of NewGov and NewAg, including the role of the Stated Clerk.
- 2) Determine the status of the NewGov: Board? Commission? Council? Committee?

FINANCE WORKGROUP

The Finance Workgroup continues to meet every Thursday at 2:00 ET. As a follow up to the commission's meeting in St Louis, we continue to work with the executive team on the FY25 unified budget process. With this report, we hope to offer some clarity for the commission and staff about our workgroup's efforts related to the establishment of Unifying Budget Priorities and our role going forward related to FY25 preparation.

The request for the establishment of FY25 budget priorities came to the commission from the coordinating table established by PMA/OGA. At the June 2023 meeting of the commission in Louisville the commission approved the request of the finance workgroup to amend the suggested process in two ways. The term "budget priorities" was changed to "unifying budget priorities" and the staff working with the finance workgroup was reduced from the larger coordination table to the three executives and their "plus one". We now refer to that group of staff as "the executive team".

The timeline for the budget process suggested by the coordinating table requested that the commission identify/confirm/approve FY25 budget priorities at the October 2023 meeting held in St. Louis. In late August, the finance workgroup sent instructions on form and content to the executive team asking for each agency to prepare their own set of two to four unifying priorities. The finance workgroup prepared our own set as well. A day-long meeting was set for September 7th and the members of the finance workgroup traveled to Louisville. Each team worked very hard and quickly and the four sets of unifying priorities were distributed ahead of time for everyone to read. The workgroup also requested a sample of a program/ministry/expense that the teams could envision sunsetting over the next two to four years. Because of concerns related to confidentiality not everyone was comfortable putting those in writing. Thus, the finance workgroup's commitment to the executive team related to confidentiality regarding the paperwork and the conversation of September 7th.

After a very productive, helpful, and transparent day-long discussion, the finance workgroup met on a few subsequent Thursday to debrief and plan next steps. Our October written and oral report to the commission shared in our workshop time on the agenda reflects the results of that effort. In addition to sharing the financial workgroup's report as a sample of the form and content of the work all four did, we named four unifying budget priorities all of which appeared on more than one of the four lists and reflected the consensus of overlap during the day long meeting. Those unifying priorities were:

- completing IT roadmap
- unifying communications
- mid-council support in their support of congregations
- leadership development in all levels of the church (especially among young leaders and members of the BIPOC community).

We also named the two other unifying priorities that were presented at the September meeting:

- ASG's intention to maintain services across all their lines of business
- PMA's commitment to restorative ministries

The commission received and supported the recommendation of the finance workgroup to affirm the four unifying budget priorities. To avoid unnecessary anxiety among PMA/OGA staff, there was no official action by the commission to approve these unifying budget priorities.

At the request of the commission at the November virtual meeting and with the approval of the executive team, all four unifying budget priority documents are now available on EQUIP.

As reported at the November meeting, the Finance Workgroup met with the executive team for a follow up to our correspondence with them following the St. Louis meeting. The correspondence reported the commission's support of the four identified unifying priorities, suggested next steps in the process, and the workgroup's sense of its role moving forward vis a vis FY25. That correspondence was shared with commission members at the November meeting and is available in EQUIP.

The workgroup also reported in November that we had a good follow-up meeting with the executive team in light of that correspondence. There were good questions raised, clarifications offered, and roles and relationships affirmed. The finance workgroup intends to step back from the details of FY25 unified budget process while getting regular updates. Our focus will be supporting the development of a unified chart of accounts and the establishment of a new fiscal year, nurturing the work to simplify the budgeting of restricted and unrestricted funds, and continuing conversations that point to greater unification in the financial operations of General Assembly.

In summary, the finance workgroup would like to reiterate that the identified unifying budget priorities are not coming from the commission alone and being imposed by the commission on the FY25 budget process. These four unifying priorities are the product of a collaborative process between the finance workgroup and the executive commission. In this iterative process between the finance workgroup and the executive team, the team is now taking the lead on the details of preparation and process with the workgroup getting regular updates and focusing on the aspects mentioned above.

MOTION FROM FINANCE WORKGROUP

Create a Task Force - Commission Report to 226th General Assembly (2024)

Motion:

The Finance Workgroup (FWG) recommends that the Unification Commission establish a small task force from its members to work with staff to review its charter and all polity, process, and procedural issues related to its upcoming report to the General Assembly and make recommendations to the Unification Commission at its January meeting.

Rationale:

There are a number of ideas floating around about what powers the Commission has and what it can and can't do at this next General Assembly meeting. It is critical that the Commission fully review all of the polity and standing rules relating to the work of General Assembly commissions AND its unique charge so that we can be prepared to address any polity and procedure questions about our work thus far. This is particularly important to the FWG in relation to the approval of the budget, but it may touch on other areas of our work or potential recommendations. It's best to do this work now before we get to "writing" mode.

UNI COMM REPORT

Rev. Bronwen Boswell and Dr. Corey Schlosser-Hall

We have established a process map for unifying communications (attached). It is labelled a DRAFT because we know it may shift. We are hoping to celebrate a new, unified communications ministry by the end of April 2024.

“Startup more than a Mashup” is a slogan we are using to help saturate awareness of this becoming a *new* ministry that serves the greater church of today and tomorrow in fresh and focused ways.

November 17, 2024: Shared the 3 stages of the process and the process map with all OGA and PMA Communications staff!

Stage 1: Reflect & Review

Stage 2: Revise & Re-Envision

Stage 3: Rebuilding a New Ministry

December 11, 2023: Held first hybrid event for all OGA and PMA communications staff to kick-off the “Reflect & Review” stage of the unifying process.

On December 11 we also named and commissioned the following OGA and PMA staff people to 2 Task Forces to help guide Stage 1 and Stage 2 of the process.

Stage 1: Reflect & Review Task Force: December 11, 2023 – February 5, 2024

- Mark Thomson, PMA
- Kristen Gaydos, OGA
- Darla Carter, PMA
- Mari Evans, OGA
- Layton Berkes-Williams, PMA

Purpose of Reflect & Review Stage: **To come to terms with our mutual histories and present realities.**

- Reflective conversations with those impacted to assess hopes, expectations, concerns.
- Identify and work through current or past hurts/tensions toward healing if applicable.
- Review and document people, gifts and assets of each area along with hallmarks of the organizational cultures of each area.
- Develop a comprehensive snapshot of the present.

Stage 2: Revise and Re-Envision Task Force: January 26 – March 10

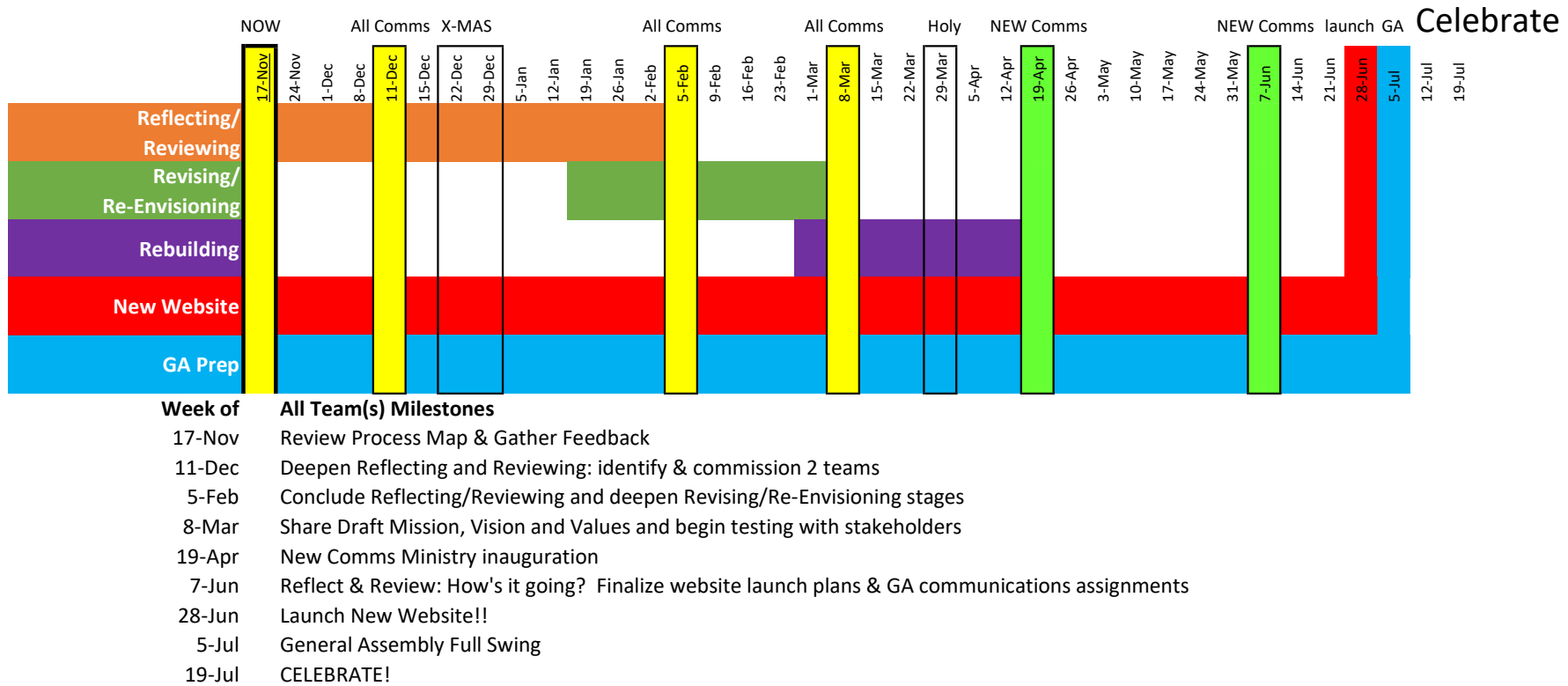
- Randy Hobson, OGA
- Beth Waltemath, PMA
- Fred Tangement, OGA
- Richard Copley, PMA
- Angie Stevens, OGA
- Emily Odom, PMA

Purpose of Revise and Re-Envision Stage: **To articulate a preferred future including vision, mission and org culture for communications ministry and test it with stakeholders.**

- Narrative of a preferred future
- Vision, mission and culture statements
- Develop and implement a methodology for testing vision, with stakeholders.

DRAFT 1 UniComm Roadmap

Unifying Communications Ministry





COMMUNICATIONS PROPOSAL

Commission to Unify
the Office of the General Assembly
and the Presbyterian Mission Agency



Lead: Rev. Kathleen Henrion

Project End Date: Summer 2026

Strategy for Communications

Strategy	Metrics
Foster collective understanding within the greater PCUSA about the transformative possibilities of unification and the future it affords the denomination for thriving ministry and service, utilizing the gifts and resources of our partners.	Informed stakeholders across audiences sent within two days of meetings.
	Transparency of process, including translation/guide of materials on Unification Commission's Equip page.
	Generate timeline/graphics to describe big-picture processes.

Routine Communications

Audience	Objective
Unification Commission	Talking points to be able to reflect the work of the group to any who might inquire.
GA Staff	Emphasize their partnership with the commission in their work. Contribute to a positive culture shift, amplifying the work already taking place towards the goal of unification. Provide reasoning for decisions taking place.
Mid-Council Leaders	Share information from meetings as relevant to their ministries. Acknowledge the efforts of the midcouncils to be more congruent with resources and capacity.
Executive Staff	Provide consultation to Unification Commission Co-chairs, as they create relational/pastoral communications from the commission. This communication follows up on interactions and experiences in meetings.

DRAFT

REQUEST FOR PROPOSAL? CONVERSATION?

Presbyterian Church (U.S.A.): Agency Unification Culture Analysis

Purpose: The Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency (“Commission”) seeks a partner to help the Commission understand the existing cultures of the two agencies that will be unified, make recommendations to address cultural issues, and to provide recommendations for establishing a new culture for the merged agencies.

About the Presbyterian Church (U.S.A.) (PCUSA): Founded in 1783, the PC(USA) is the largest denomination adhering to reformed theology in the United States. PC(USA) has around 1.1 million members and around 9,000 congregations. After splitting into two (north and south) denominations in the 1860s, PC(USA) reunited in 1983. Its current structure includes six agencies. Two of these, the Office of the General Assembly (OGA) and the Presbyterian Mission Agency (PMA), have related and somewhat overlapping roles in the life of the denomination.

Background: Similar to other mainline denominations, PC(USA) has decreased in size over the last decades, compelling an examination of the efficacy of its denominational structures. In 2022 the 225th General Assembly voted to unify (merge) OGA and PMA and appointed a commission to oversee the unification. The Commission sees that the two agencies have two very different internal cultures, with aspects of the cultures that date back to the 1983 reunion. The two agencies each have their own executive and executive leadership teams and their own governing bodies.

The Commission is hard at work on the unification process. It held over 20 consultations with stakeholders. It is working on a new budget process that would unify the separate budgets. It is developing a structure for a new governing body for the unified agencies, and a high-level structure for the new unified organization. It is discerning a new model for executive leadership for the new organization.

The Commission has come to understand that the most significant roadblock to unification is the existing cultures of the two agencies. There is distrust and misunderstandings generated by forty years of history. A clear message from stakeholders was “create something new, don’t mash the two agencies together.” Deciphering the cultures is critical.

Post COVID, the work pattern of both agencies is largely remote or hybrid. The staff of the two agencies have not been together in the same physical space since 2019.

Project Description: The Commission seeks a partner to analyze the cultures of the two agencies, make recommendations to address the differences that will hinder unification, and provide recommendations for the new governing body about creating and instilling a new culture.

Project Timeline: Per General Assembly direction, the unification of OGA and PMA is to be completed before June 2026. The Commission has set a general goal of unification in the summer of 2025. The Commission hopes that the culture analysis could take place in 2024, with an interim report in August 2024 and final recommendations by the end of 2024.

Project Budget: Negotiable

NOTES FROM THE CONSULTANTS SUB TASK FORCE

After discussion of engaging a consultant to support and advise the work of the UC, increasing their awareness of the various organizational cultures and support in guidance in impact

1. Take the information we have already collected and analyze it through their lens of culture work. This includes:
 - a. OGA work and reflections reported
 - b. PMA culture code development and reports
 - c. The Way Forward Report
 - d. Meet with staff to enhance their understanding(Sample words that we have heard - scarcity, corporation, conflictual, competitive)
2. Resource us in how this informs us as we shape, blend, and create a new culture.
3. Lead us in the process of discerning what culture do we want to create
4. Engage us in a process for how to integrate that into our decision-making and action items and in the system.

Kathy will create a 1-page draft for us to consider and have for discussion.

We agreed we wouldn't go the formalized route of an RTP, for time's sake as we wanted to get them onboard fairly quickly.

We are looking for candidate consultants who meet these hoped-for criteria and experience

- Working with a National Level
- Two National bodies
- This is both a merging and also creating something new
- Availability in 2024
- Skills in taking the information we already have

Four-part process

1. Each of us reach out to the leads above to connect share the 1 pager from Kathy

The following delegations were made for contact

- Dee- Jihyun Oh, Director - Mid Council Ministries, jihyun.oh@pcusa.org
- Felipe Edwin Aponte and Brian Bloun
- Kris- Unstuck <https://theunstuckgroup.com/>
- Dee- Ted Bolinger/Western Collaborators
Tod Bolsinger (949) 606-677 - <https://www.aesloanleadership.com>

2. Reach out with Initial what we are thinking about and through conversation to see if we want to pursue further
3. Discern from those still being considered which to go deeper
4. Questions to engage their style, approach, create a scenario and roads for conversations to determine if a good fit

Timeframe:

- Q1- we are reaching out and engaging and deciding
- Q2 hesitant to place much because of GA- so maybe they are onboarding reading through materials
- Q3 Meeting with us in August

We shared a discussion regarding How to address the Historical harms- recent and over the decades—the 40 years of disrespect and how we deal with these.