

Ministerial Settlement System

Congregational Record

The Unitarian Universalist Association declares and affirms its special responsibility, and that of its member congregations and organizations, to promote the full participation of persons in all of its and their activities and in the full range of human endeavor without regard to race, color, sex, disability, affectional or sexual orientation, age, or national origin.

Congregation: East Shore Unitarian Church

Website address: esuc.org

Ministry title: Minister

Number of adult members: 481 *A thorough clean-up of membership data base was done after membership figures were reported to the UUA in February 2016. This apparently had not been done for some time. The result was a decrease in the membership figure.

Average Sunday attendance: 175

Children & youth enrollment: 153 **Average children & youth attendance:** 80

Total operating expenditures: \$863,270

Total operating pledge income: \$731,464 **Number of pledge units:** 343

How many Sunday services? 1 **Others during the week?** NA

How many months per year is the church at full operating capacity? 12

Describe the character of the surrounding community.

East Shore Unitarian Church is located in Bellevue, King County, Washington, within the greater Puget Sound region. The East Shore campus is made up of 6 buildings on a heavily-wooded parcel of nearly 5 acres on Wilburton Hill. The church is on a residential street, a block away from a major arterial, Richards Road. The campus buildings are not visible from the street. The immediately adjacent properties include multifamily, single family and office structures. About a half-mile south of East Shore is a major shopping center along with many other retail establishments. Access to Interstate 90 is immediately adjacent to the campus. East Shore is about a ten-minute drive to downtown Bellevue, and 9 miles from downtown Seattle.

The area where East Shore is located in Washington State is incredibly beautiful. The Olympic Mountains are to the west, the Cascade Mountains with Mt. Rainier to the east and south, and several large bodies of water scattered throughout: Puget Sound, Lake Washington, Lake Sammamish and Lake Union. Bellevue and 16 other cities, make up what is referred to as the “Eastside,” i.e., the geographic area east of Lake Washington.

Demographics and Membership: Bellevue is part of the greater Puget Sound region that includes: King County, Pierce County, Snohomish County and Thurston County. King County, where Bellevue is located, is the largest county in Washington with a population of about 1.9 million. Bellevue is the fifth largest city in Washington. It has a population of approximately 135,000 and estimated employment of 138,000. Between 1990 and 2000, Bellevue’s population grew at an annual rate of about 2.37 %; it then slowed from 2000 to 2015 to about 1.39 % per year, and is expected to grow at a rate of 0.87% in the future. It serves as the metropolitan center for the Eastside.

Major King County employers include Amazon, Expedia, Google, Microsoft, Boeing, Puget Sound Energy and the University of Washington. Retail is a significant employer along with tourism. The Seattle-Eastside area offers many cultural events, numerous recreational opportunities, nationally-ranked public schools and many private schools and colleges.

Over the past two decades, King County has become increasingly diverse. In 2013 a demographic analysis of Bellevue’s residents revealed that 14.0% are over 65, 26% are 45-64, 38% are 20-44, and 21.2% are under 18. The population was: White 62.2%, Asian 27.6%, Hispanic 7%; Two or more races 3.9%, African American 2.3%, American Indian 0.4%, and Pacific Islander 0.2%. In recent years immigration into the region comes from all parts of Asia, Latin America, Eastern Europe and Africa. King County’s residents speak 170+ different languages, and in 2013 over a third of Bellevue’s residents were foreign-born. Bellevue’s Asian and Hispanic populations are the fastest growing racial and ethnic groups.

The primary household types in Bellevue are: married couple family without children 30%, married couple family with children 23.9%, and single person 26.5%. East Shore’s Congregational Record website provides links to extensive demographic information about Bellevue and the Puget Sound region. In 2012, Bellevue median household income was \$86,695 and the poverty rate was about 6.6% of its residents.

East Shore’s membership lives primarily in Bellevue and the cities on the Eastside. It also draws members from Seattle and outlying areas. The 30 mile radius from which East Shore draws members makes us a geographically diverse congregation. Fortunately, East Shore is located close to transit centers with connections to surrounding areas.

How is the congregation involved in the wider community and with what groups in the wider community does the congregation work/partner?

East Shore has been actively involved in the Eastside and regional community. At the local level East Shore has provided food for the local food bank, backpacks filled with supplies for school children, and holiday gifts to those in need. Our social justice and climate action groups do outreach in the regional and state community through sponsoring and attending conferences, political forums, marches, rallies and vigils. We support larger umbrella organizations such as Faith Action Network, Eastside Interfaith Social Concerns Council, and Northwest Justice Network. The churches and agencies East Shore partners with in the region include:

- YWCA and The Sophia Way—providing food and housing for homeless women.
- Congregations for the Homeless—providing a month of on-site housing and meals for homeless men.
- Hopelink—providing donations for those in need.
- Muslim Association of Puget Sound (MAPS)—supporting projects and co-hosting events.
- Selected local social service non-profit agencies—donating our Second Sunday offering to them.
- CarbonWA, and Plant for the Planet—assisting with the campaign for a state carbon tax law and establishing an Eastside chapter to promote tree planting.
- University Unitarian Church and St. Margaret’s Episcopal Church—holding reciprocal workshops regarding racial justice and jointly sponsoring thought-provoking movies for discussion.
- Lummi and other regional tribes of Indigenous Peoples—assisting at their cultural events and marching at their protests to protect their lands.
- Long-standing partner churches—supporting a congregation in Romania and two congregations in India.

UUA District: Pacific Northwest

Regional Lead of the Pacific Northwest Region: James Kubel-Komoto

APF contribution: \$32,306 **Fair Share?** No *We paid Fair Share last year (2015-16) and are budgeted and on track to pay it again this year (2016-17), as we have most years in our history. The year before last year (2014-15) we partially paid Fair Share. Our understanding is that in order to be Fair Share, a church must have paid Fair Share the last two years.

Ministerial settlement representative: Rev. Grace Simons

Compensation Consultant: Peter Hendrickson

Provide your profile of the minister you seek.

Our congregation is looking for a minister who will help our congregation unite and ignite around our Core Values -- a minister who is eager to work in collaboration with highly-skilled and strong-minded staff leaders and lay leaders, who have worked hard and creatively during our “gap year” without ministerial leadership. These leaders look forward to the presence of a called minister who will work with staff and lay leaders toward creating a sense of stability, transparency, and trust, as well as clarity about responsibilities / accountability among paid staff, volunteer staff, and Board. We hope our minister will understand the responsibilities of Finance, Governance, Religious Exploration, and Lifelong Learning, Board Leadership, Pastoral Care and the like – and also be willing to give ownership to the talented, dedicated people who do these jobs.

We long for a minister who will create a sense of excitement and support for our work toward growth in numbers, growth in diversity, growth in earth and social justice outreach, and growth in spiritual / emotional connection with each other through a growing understanding of the UU Principles that unite us. We want to step into the future led by a forward-looking minister who also appreciates historical perspective.

We seek a minister who will not be daunted by the challenges of a congregation that currently feels strong and connected but at the same time a bit fragmented and stressed by our previous year without a minister; a congregation that is doing good transition work with our interim minister; a congregation that on the whole is optimistic and ready to move into a new phase of congregational life, but also contains small pockets of resistance that need to be listened to, understood and included.

Even as we conduct our ministerial search, the congregation is working to resolve ambiguity regarding finances, governance, and other issues that have been brought to the fore through our Transition Team Listening Sessions and Search Committee Cottage Meetings and Survey. We look forward to having a minister among us who will help us build on these efforts to create a united community that has both spiritual and financial resources to grow our own hearts and minds, and to reach out to our community in a way that truly stands on the side of love.

Provide your profile of your congregation.

East Shore Unitarian Church is a well-established, vibrant, and engaged community committed to putting Unitarian Universalist Principles into action. The congregation was originally founded to establish a children's religious education program, and it maintains a commitment to education for children and adults. The recent congregational survey, completed by 219 respondents, provides detailed demographic information about the congregation along with opinions of its members on a variety of topics. Percentages drawn from the survey discussed here have been rounded and generalized to the congregation as a whole.

East Shore has had a very stable membership. Over 37% of the respondents have been associated with East Shore for over 20 years. 22% have been associated 11-20 years, 14% from 6-10 years, and the remaining respondents 5 or less years. 80% of the respondents are 50 years of age or older. Most of the respondents were female (69%), 26% were male, and .5% transgender. 80% of the respondents felt East Shore's membership should grow, while 20% had no opinion.

In terms of sexual orientation and marital status, East Shore is predominantly heterosexual (88%) and married (68%). 8% of respondents indicated they are single and 8% are widowed. The congregation is predominantly white (98%), with small percentages of African American, Asian and Hispanic. The congregation is well educated: 20% with doctoral degrees, 35% with master's degrees, 32% with a bachelor's degree, and 9% with associate's degrees. Respondents' income levels vary: 5% under \$50,000; 24% between 50,000-\$100,000; 31% between \$100,000-\$200,000; and 8% over \$200,000. 23% of survey respondents did not complete this question.

The top four reasons respondents give for involvement were: (1) community; (2) Unitarian Universalist values; (3) intellectual stimulation; and (4) minister. The primary areas of participation for respondents at East Shore are: Sunday coffee, social activities, Sunday service (usher/greeter) and being on a committee or task force. In the past two years, about 28% of the respondents have attended such activities as General Assembly, District Assembly and UU Family Camp.

Very important parts of our Sunday service were identified as: the sermon, music and chalice lighting. 87% of respondents thought the minister should preach frequently. A very high percentage of respondents (77%) thought East Shore/Unitarian Universalism is central to them as individuals. A majority of respondents believe that a person's memory lives on in the mind of loved ones (53%), and that spiritual life is grounded in nature and the connectedness of all things (77%).

Since the departure of Rev. Peter Luton, significant numbers of the East Shore community have given generously of their time and skills to keep the church functioning on a high level. The congregation is sincerely grateful to all of those who have helped the East Shore community continue forward during this period of transition. East Shore enthusiastically looks forward to having a new minister working hand in hand with this loving and supportive congregation.

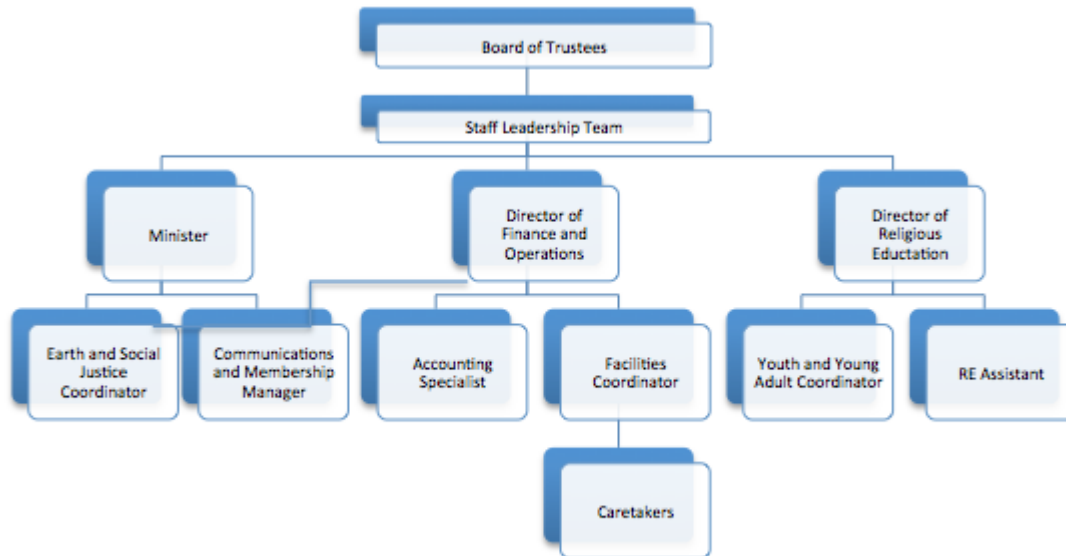
What role do the congregation and its leaders expect the minister to play in relation to the other paid staff?

The congregation and leaders expect the minister to play several roles in relationship to the staff. We want the minister to be a spiritual leader who exemplifies our UU Principles and Core Values. We also want an intellectual leader and a facilitator who demonstrates professional competency, empathy, and good character.

East Shore wants the minister to bring a positive presence and natural leadership to working with the staff. It is expected that the minister will work in a collaborative manner as a member of the Staff Leadership Team (SLT), currently comprised of the Interim Minister, Director of Religious Education (DRE) and the Director of Finance and Operations (DFO). Each of the three members of the team recognizes and respects the integrity and identified spheres of the two other team members, and works for consensus where the spheres intersect. When needed, team members may seek clarification or assistance from the Board.

The Board and staff recognize our collaborative leadership model is a pilot. Our current church bylaws and policies stipulate that the minister supervises the staff. The Board believes that the collaborative model is a natural outgrowth of successful practices before and during our interim period, reflects our democratic values, and will support a minister with the operations of a church on the cusp of becoming a Large Church. Processes within this model are being developed, implemented, and evaluated for potential inclusion in the bylaws and policies. For example, the Board envisions SLT members completing one-on-one peer reviews with each other, and then each having a separate review with the Board. In

addition, each member of the SLT completes evaluations with those who report to them. (Please see the Current Staff Table elsewhere in this record.)



Our desire is for the minister to work within our governance structure with the other members of the SLT to implement the congregation's mission and the Board's Strategic Goals, and to be accountable to the Board on an ongoing basis.

East Shore has a highly capable staff that is committed to collaborative approaches to East Shore's daily operations. Although many of them have joined the staff in the past two years, they have high learning curved and fresh approaches. All staff members are open to and eager for a settled minister and can be counted on to provide maximum support. We fully expect the working relationships among the entire staff to be collegial and creative as they support the congregation. The minister's role will be to lead staff by spiritual example and professional competence—to have a say and listen to what others say, to participate fully in productive conversations, and to inspire the staff to help East Shore thrive, move into the future, and attain its mission.

Congregational history: How and when was the congregation founded?

East Shore Unitarian Church began in 1948 when three families decided that it was easier to establish a Unitarian Sunday School of their own than to drive to University Unitarian Church in Seattle. What started as a small group grew quickly, so they rented the Mercer Island South End School for Sunday classes. The parents soon felt the need to have a Sunday program of their own and, in January of 1949, the Mercer Island Fellowship was begun. In addition to the

informal Sunday morning program, they met every other Sunday evening with the ministers of the Tacoma and University Unitarian churches for a short service and a question-and-answer period for many newcomers.

The fledgling group soon needed more meeting space and leased the Chapel of Flowers, a funeral home located at the southeast corner of what is now Bellevue Square; a back room provided space for coffee hour, the nursery was in the basement where the caskets were stored, and the Camp Fire house across the street was rented for church school use. In the meantime, a former Baptist minister named Lon Ray Call had convinced the Unitarian staff in Boston that the post-war period was ripe for church expansion. One aspect of his proposal was active support in the formation of Unitarian groups that should grow enough to have a settled minister. On January 15, 1949, the American Unitarian Association (AUA) officially recognized the Fellowship of Mercer Island, and Rev. Lon Call was sent west to organize the eager new group.

On the third Sunday in January 1950, the official organization of East Shore Unitarian Church was celebrated. Ninety-nine charter members representing 54 families signed the register. They elected a Board of Trustees, developed a Statement of Purpose, and formed a Women's Alliance. By the spring of that year, East Shore had called its first minister, Chadbourne Spring, who preached his first sermon on Easter Sunday.

The congregation, which had continued to meet at the Chapel of Flowers, longed for a church home, and in the spring of 1953 voted to acquire property for a church. An initial drive raised \$10,000 for the purpose. The site selected was a seven-acre parcel of farm and orchard atop a hill, "...way out in Factoria with almost nothing around it anywhere," in the words of one member. A second fund drive raised \$40,000 to begin construction. Jack Morse of the nationally-known firm of Bassetti & Morse drew up the plans and supervised the construction, with considerable interior work and landscaping done by members. Boeing employees looked at the roof design and immediately declared that it looked like a swept-wing jet. The total cost of \$54,000 was partly covered by two \$10,000 loans from the denomination.

Note the three or four most important events in the congregation's history.

1. Strengthening our personal relationships and mutual support within the church by establishing ongoing Covenant Circles (2000), Lay Pastoral Ministry (2004), Connection Teams (2014), and a Caring Ministry Coordinator (2016) as well as a variety of support groups.

2. Applying our beliefs in earth and social justice action, including: civil rights, open housing, and interracial relations in the 1960s; opposition to the Vietnam War and support of Southeast Asian refugees in the 1970s; becoming a Sanctuary Church in the 1980s; Congregations for the Homeless from the 1990s to the present; becoming a Welcoming Congregation in 2001; Building Bridges Workshops in 2011 with the regional Muslim community which led to further cooperative efforts and to the support of undocumented immigrants; Climate Action & Economic Justice focus ministry actions 2014 to present; and Racial Justice ministry actions 2015 to present.

3. Supporting the changing needs of the church: by expanding our professional staff to include full-time DRE and Church Administrator, and part-time Membership Director (1990s, early 2000s), as well as a full-time Communications and Membership Director (2015); and by building /upgrading (i.e., energy efficiency) our facilities to meet the needs of our growing congregation and the environment (1950s, 1960s, 1990s, early 2000s, and 2012-14).

List, most recent first, all clergy who have served since 1950 and earlier ministers of great importance, and interim ministers since 1980 (minister name, date arrived, date departed, reason for departure):

Rev. Dr. Elaine Peresluha, Interim Minister (2016-2017)

Rev. Dr. Peter Luton, Senior Minister (1994-2015), Resigned

Rev. Joan Montagnes, Associate Minister (2004-2014), Released/Resigned* (Buffalo, NY)

Rev. Dr. Bob Kaufman, Interim Senior Minister (1992-94)

Rev. David Pilger, Associate Minister (1991-92)**, Resigned

Rev. Barbara Wells, Associate Minister (1985-91), Resigned (Woodinville, WA)

Rev. Dr. Arvid Straube, Interim Minister (1980-81), Associate Minister (1981-83), Resigned (Eno River, NC)

Rev. Dr. Leon Hopper, Senior Minister (1981-92) and Minister Emeritus, Retired

Rev. Stanley Stefanic, Senior Minister (1976-80), Resigned (San Francisco, CA)

Rev. Vester Vanstrom, Interim Minister (1975-76)

Rev. Charles Reinhardt, Senior Minister (1967-75), Resigned (Atlanta, GA)

Rev. Dr. Lon Ray Call, Interim Minister (1966-67)

Rev. Chadbourne Spring, Senior Minister(1950-66) and Minister Emeritus, Retired

Rev. Dr. Lon Ray Call, Organizing Minister (1949-50) and Minister Emeritus

*When the Board regrettably determined that East Shore could not afford an associate minister past the end of the following fiscal year, Rev. Montagnes resigned.

**At the retirement of Rev. Leon Hopper in 1992, and during the Interim Ministry of Rev. Bob Kaufman, the congregation decided to hire a full-time DRE rather than call another associate minister.

Current clergy and staff (include all paid staff):

Position	Date of hire/call	F/T or hrs. per week	Covered by Health Plan?	Covered by Retire Plan?	Annualized Compensation (S&H for clergy)	Supervised by/ reports to:	Member?
Interim Minister	April 2016	40	yes	yes	\$120,000**	Board of Trustees	no
Director of Religious Education DRE	August 2013	40	no*	yes	\$68,400	Interim Minister/Board of Trustees	no
Director of Finance and Operations DFO	June 2015	40	no*	yes	\$69,350	Interim Minister/Board of Trustees	no
Music Director	September 1997	20	no*	yes	\$35,550	Interim Minister	no
Communications and Membership Director	October 2015	40	no*	yes	\$50,950	Interim Minister/DFO	no
Earth and Social Justice Outreach Coordinator	May 2016	20	no*	no	\$21,400	Interim Minister	no
Youth Coordinator	Posted Position	10	no*	no	\$10,700	DRE	DK
RE Assistant	October 2016	10	no*	no	\$8,000	DRE	yes
Accounting Specialist	June 2015	40	no*	yes	\$37,300	DFO	no
Facilities Coordinator	September 2005	40	no*	yes	\$45,000	DFO	yes
Caretaker I	January 2014	40	no*	yes	\$34,840	Facilities Coordinator	yes
Caretaker II	September 2015	40	no*	yes	\$33,280	Facilities Coordinator	no

***All East Shore staff will be offered UUA Health Care in January 2017**

****Please talk to MSC about minister salary range if needed.**

Table I Membership, Attendance, and Pledging									
Year Ending	Data Represents	Months	Adult Members	Average Adult Sunday Attendance	Children & Youth Enrollment	Average Children & Youth Attendance	No. of Pledge Units	Total Operating Pledges	Operating Pledge per pledge Unit (col 6/col 5)
2016	a twelve-month year	12	582	167	148	76	343	\$763,160	\$2,225
2015	a twelve-month year	12	609	258	156	69	340	\$739,532	\$2,175
2014	a twelve-month year	12	621	229	138	71	379	\$749,410	\$1,977
2013	a twelve-month year	12	635	220	146	69	386	\$738,014	\$1,917
2012	a twelve-month year	12	642	216	177	96	398	\$723,133	\$1,817
2011	a twelve-month year	12	671	227	227	0	389	\$708,600	\$1,822
2006	a twelve-month year	12	665		200		377	\$561,000	\$1,488
2000	a twelve-month year	12	549	189	139	116	385	\$405,000	\$1,052
1995	a twelve-month year	12	489		240	95	345	\$295,900	\$858
1990	a twelve-month year	12	405	190	220	0	360	\$189,300	\$526
1985	a twelve-month year	12	451	0	90	0	301	\$135,170	\$975

1979	a twelve-month year	12	325	0	180	0	215	\$69,122	\$321
1975	a twelve-month year	12	320	0	169	0	215	\$39,417	\$183

Table II Sources of Operating Income

Year Ending	Total Operating Pledges	Other Contributions	Fundrais-ing Events	Endow-ment Invest. Income	Building Rentals	Other Income	Total Income (sum of 1...6)	Total Endowment
2016	\$ 746487	\$ 120360	\$ 42550	\$ 15	\$ 133646	\$ 26070	\$ 1069128	\$ 1139611
2015	\$ 733160	\$ 36993	\$ 50204	\$ 19	\$ 84482	\$ 12864	\$ 917722	\$ 1149486
2014	\$ 743086	\$ 29894	\$ 47948	\$ 54	\$ 99163	\$ 13286	\$ 933431	\$ 1207494
2013	\$ 746443	\$ 24067	\$ 40851	\$ 918	\$ 115198	\$ 15408	\$ 942885	\$ 1187821
2012	\$ 718019	\$ 34443	\$ 42433	\$ 388	\$ 83817	\$ 17075	\$ 896175	\$ 978695
2011	\$ 708600	\$ 33933	\$ 42008	\$ 0	\$ 94990	\$ 23894	\$ 903425	\$ 900341
2006	\$ 539480	\$ 48154	\$ 51849	\$ 0	\$ 84583	\$ 102998	\$ 827064	\$ 463743
2000	\$ 409605	\$ 8900	\$ 25050	\$ 1550	\$ 20300	\$ 14425	\$ 479830	\$ 171773
1995	\$ 248000	\$ 10800	\$ 11500	\$ 0	\$ 13136	\$ 12450	\$ 295886	\$ 117851
1990	\$ 194841	\$ 8713	\$ 3473	\$ 1538	\$ 0	\$ 30221	\$ 238786	\$ 0
1985	\$ 135170	\$ 6065	\$ 14239	\$ 1037	\$ 0	\$ 23396	\$ 179907	\$ 0
1979	\$ 69122	\$ 5167	\$ 6140	\$ 0	\$ 0	\$ 16465	\$ 96894	\$ 0
1975	\$ 39417	\$ 5416	\$ 3795	\$ 0	\$ 0	\$ 16513	\$ 65141	\$ 0

In addition to Endowment, the church has approximately \$150,000 in designated and reserve funds which are outside the operating budget.

Year Ending	Building & Grounds & Utilities	Minister(s) S&H	Min Ben & Prof Exp	Other Staff Compensation	Religious Education	Social Justice & Service	Debt Service	Other Current Expenses	Total Expenses	Total Debt
2016	\$ 109287	\$ 187019	\$ 0	\$ 477600	\$ 10035	\$ 11724	\$ 125131	\$ 67606	\$ 988402	\$ 930747
2015	\$ 81934	\$ 220255	\$ 0	\$ 395346	\$ 7849	\$ 13666	\$ 125131	\$ 47189	\$ 891370	\$ 994012
2014	\$ 93415	\$ 226939	\$ 0	\$ 364517	\$ 5988	\$ 17718	\$ 125131	\$ 91100	\$ 924808	\$ 1009270
2013	\$ 85433	\$ 216355	\$ 0	\$ 372458	\$ 6376	\$ 21290	\$ 125131	104059	\$ 931102	\$ 1090029
2012	\$ 64106	\$ 216041	\$ 0	\$ 369434	\$ 2378	\$ 15248	\$ 114703	\$ 96740	\$ 878650	\$ 1171098
2011	\$ 86163	\$ 212127	\$ 0	\$ 365337	\$ 3353	\$ 16420	\$ 126400	\$ 90542	\$ 900342	
2006	\$ 60119	\$ 200987	\$ 0	\$ 352427	\$ 4164	\$ 10414	\$ 94805	\$ 71425	\$ 794341	
2000	\$ 58649	\$ 83948	\$ 0	\$ 221491	\$ 9350	\$ 59672	\$ 0	\$ 38260	\$ 471370	
1995	\$ 40690	\$ 67100	\$ 0	\$ 96681	\$ 7752	\$ 52627	\$ 3300	\$ 27736	\$ 295886	
1985	\$ 26124	\$ 43602	\$ 0	\$ 60483	\$ 1351	\$ 0	\$ 0	\$ 34791	\$ 166351	
1979	\$ 0	\$ 28376	\$ 0	\$ 35970	\$ 2039	\$ 0	\$ 0	\$ 26055	\$ 92440	
1975	\$ 804	\$ 17352	\$ 0	\$ 29741	\$ 314	\$ 0	\$ 0	\$ 17916	\$ 66127	

Explanation of any anomalies:

The instructions in the UUA Settlement Handbook asked for information back to 1975. Archives Team provided as much information as could be found within the closest increments requested which is represented here.

Current congregational life

Does the congregation have a mission -- not a mission statement, but a glowing coal at its center -- and if so, what is it?

The East Shore congregation highly values social justice outreach and also the pursuit of spiritual and intellectual growth. Growth has been a key element in the responses people offered in our Transition Team Listening Sessions, Search Committee Cottage Meetings, and survey. East Shore members want to actively engage in their growth as individuals, the growth and diversity of our membership, and growth of a UU footprint in the greater community.

The church has scheduled an All Church Summit on Mission and Identity in early February 2017 to formulate a new Mission and Vision Statement as one of the goals. Our present Mission and Vision Statement (formed over 10 years ago) is published at <http://esuc.org/about-us/>.

Congregational strengths

The following were cited in East Shore's survey, Listening Sessions and Cottage Meetings. Despite the challenges as expressed below, East Shore congregants have been encouraged and heartened by the strengths of their congregation. These include:

- Broad involvement in the work of and growth of the church.
- Commitment to social justice efforts.
- Eagerness for growth and outreach.
- Intellectual and spiritual curiosity.
- Lovely well-maintained campus/grounds that engenders well being and comfort.
- Strong sense of community, fellowship, and commitment to East Shore.
- Strong, enthusiastic and resilient lay leadership.

Congregational challenges

The East Shore congregation has experienced the departure of two ministers over a two-year span, followed closely by the loss of several staff members. These events prompted a "gap year" period of lay- and staff-led administration. We have had an interim minister since May 2016. Major challenges include:

- Concern that the congregation is still in transition, not ready for change.
- Conflict about priorities and processes.

- Desire for diversity (socio-economic, racial, age) and growth in our congregation.
- Development of a long-term financial strategy regarding our operating fund.
- Enhancement of relations with our staff.
- Grief over the loss of our two ministers.
- Perceived lack of transparency regarding policy, governance, financial, and staffing decisions.

What congregational issues are likely to be most pressing within the next couple of years?

The following issues were extrapolated from the listed strengths and challenges noted above:

- Ensuring the long-term strategy for the financial growth of our operating fund.
- Growing our membership, both in number and through building a multi-cultural community, and excellence in RE and Youth programs.
- Healing the wounds caused by the loss of our ministers.
- Implementing the changes necessary to ensure growth, a stable operating fund strategy, and outreach into the greater community. This implies a rather formidable educational component on the part of the current congregation.
- Maintaining the enthusiasm and commitment engendered during this transition period.
- Stabilizing our governance structure and trust in our staff.

What congregational issues are likely to be most pressing over the next ten years?

- Establishing a bedrock leadership and volunteer development program, and increasing the percentage of the congregation that is engaged in these efforts.
- Maintaining the financial stability gained to our operating fund (see above), and adherence to a not-yet-formulated financial strategy to include our operating fund, mortgage, endowment fund, and other financial matters.

- Developing flexibility of our policies, administration, finances, programs, campus, and attitudes in response to the growth and diversity we expect and crave.

What congregational issues may never be resolved?

- Building consensus between social justice efforts and spiritual development.
- Managing a membership that is geographically diverse.
- Dealing with competing plans, passions and concerns.
- Having enough money to make all of our dreams come true. We are dreamers and planners.

To what degree does the congregation possess a dominant theology?

Our survey, completed on October 2, 2016, asked about the faith traditions other than Unitarian Universalism that are important. Two hundred eight (208) individuals responded. Buddhism and Humanism topped the list of responses, each with 37.62%. This was followed by Theological Christianity (16.34%), Judaism (13.86%), and Neo-Paganism (10.40%). Hinduism, Islam, and Taoism, each with 6.93%. None (17.33%), Other (16.34%), and Not Sure (12.87%) rounded out the tally.

Another question asked which of the stated beliefs or attitudes respondents currently held. Two hundred eight (208) individuals responded and were asked to check all that applied.

The largest percentage of respondents, at 76.92%, stated that their spiritual lives are grounded in nature and the connectedness of all things. This was followed by family rituals and traditions (45.19%), and not knowing whether or not God exists (29.81%). The next largest response was that the concept of god is a human illusion (22.12%), while 15.87% said that God is a vital part of their spiritual lives. Several (15.87%) held another, non-stated belief or attitude, and a total of 4.32% preferred not to answer or had no opinion.

Describe the role of music and the arts in the life of the congregation.

The arts, music and the beauty of the East Shore campus were prominently included in the list of things members want ministerial candidates to know about the congregation. Since 1958 East Shore has had two paid music directors – father and son Gerald and Robert Kechley. Robert, the current music director, is retiring in the spring of 2017, and an interim will be hired while a full-fledged search is undertaken. The choir sings about two Sundays a month and is featured in a

Christmas and Easter season concert that often includes an orchestra comprised of East Shore members and paid musicians.

Among our congregation are several talented musicians and vocalists. There are frequent opportunities to engage in group musical “jams,” and musical events are always offered at our annual auction. Our musicians are often included in Sunday services with and without the choir.

In the 1960s East Shore started the first art gallery on the Eastside. Currently a very active Gallery Committee curates about six shows annually and a Christmas sale featuring artists from throughout the Pacific Northwest. Proceeds from the sale of artwork are used to provide art for the enhancement of our campus, and a portion is added to East Shore’s general fund.

The Gallery is located in the foyer of the sanctuary building which was designed to house the gallery and is one of the first things visitors and members see when entering the building. The reaction to the Gallery’s location is mixed. To many, it is a much loved presence providing beauty and interest to our entry with a long tradition in alignment with the third UU principle – creativity as encouragement to spiritual growth. Others (including parents) are concerned about the presence of small children among the art pieces, and still others question why the church has a commercial enterprise at the entrance to our sanctuary.

Describe the religious education programs for children, youth and adults.

Our Religious Exploration program is designed to enable children and youth to participate in the mystery of the universe by freely questioning, developing spiritually, acting ethically, and growing in relationship with Unitarian Universalism. Our program focuses on the theological, spiritual, and ethical development of children and youth at all stages in their lives. We seek to be a strong supportive guide in the religious life of the entire family. East Shore uses the Tapestry of Faith curriculum developed by the Unitarian Universalist Association exclusively as our curriculum. It is an engaging and holistic program that is deeply rooted in our faith, theology and social justice work. Children, youth and adults are challenged and guided to grow their souls and create peace in themselves and the world.

On Sunday mornings, programming for children and youth is offered at various times. This year, Our Whole Lives for 5th and 6th Grades will be offered at 9am, before the 10am worship service. High School Youth Group is offered from 11:30am to 1:00pm. Preschool is offered all morning for ages infant through 5 years old. All ages begin worship together and after the Story for All Ages, children who choose to participate in the RE program go to the education building

where they are grouped by age. Currently these groups are; PreK-5years old, K-1st Grade, 2nd-3rd Grade, 4th-5th Grade, Middle School Youth Group. Families are welcome to worship together rather than separate for RE.

We have an average of 30 volunteers and 4 paid staff members who come together on Sunday mornings to provide consistent and engaging programming.

East Shore has had an active adult program since its inception. Adult Life-Long Learning is currently administered by the Director of Religious Education with assistance from the Facilities Coordinator. Starting this fall, courses can be scheduled and commence at any time and are advertised in the weekly Email Blast and subsequently found on the church calendar. In past years, an Adult Education directory was published listing all courses for that quarter (with a few exceptions, there are no summer courses). This required a course submission deadline as well as a registration deadline. The Fall 2016 Adult Life-Long Learning listing follows:

- Road Maps to Your Future: Getting from Where You Are to the Life You Want
- Redefining Reality: The Intellectual Implications of Modern Science
- Art Studio
- Mindfulness and Presence in Communications
- Foods that Fight Cancer - A Food for Life Series
- Fourth Wednesday Book Club: *Infidel*

Ongoing Series:

- Heretics' Haven: An AA Meeting for Heretics
- Parents of Teens Group
- Changes Circle
- Housing Support Group
- Morning Hatha Yoga
- Guitar Jam
- Meditation Group: Monday Evenings
- Meditation Group: Sunday Mornings
- Men's Breakfast Group

Lay Leadership

In practice, are responsibilities for governance widely shared or confined among relatively few members? Give some examples.

Lay leadership for governance at East Shore is widely shared through committees

and task forces. Our Board consists of ten members nominated by an independent congregation-elected Nominating Committee (with provisions allowing others to run if they wish). The congregation elects the Board with staggered terms.

In the past decade, East Shore has experienced challenges implementing policy-based governance. With this system, the Board and the committees of the Board are responsible for oversight and governance, while the minister, DRE and DFO are charged with ministry and operations. During the past year, the Board determined to renew efforts to align more closely with policy-based governance. .

In support of these efforts, the congregation approved some bylaw changes. The Board worked closely with the interim minister to reorganize Board Committees, Staff Committees/Teams and Ministry Teams (Summer 2016) to better reflect actual practices of the Board and staff. The Board recently presented plans (Fall 2016) to congregational leaders regarding progress of current changes and potential plans for enacting policy-based governance. Leaders are currently discussing the plans among various groups in advance of a congregational governance town hall in January and an all-church retreat in February.

The Board delegates some of its responsibilities to its standing committees which usually meet monthly and report back regularly. Two examples of Board Standing Committees are: 1) the Personnel Committee assists with human resource matters such as evaluating health care plans for staff and maintaining the employee procedure manual which the Board approves as policy; 2) the Financial Stewardship Committee assists with the long-term financial planning and financial review and oversight. The Treasurer, an officer of the Board, is a member. Historically, the Board has had a Committee on the Ministry that has not existed in the last few years.

Board-appointed task forces are another example of shared governance. Recent task forces include:

- the Sanctuary Improvement Task Force (2012-14) which oversaw the successful completion of building maintenance and energy efficiency upgrades;
- the Social Justice Task Force (2014-15) which brought about the creation of the current Earth and Social Justice Coordinating Council and the establishment, through a vote of interested members, of two Congregational Earth and Social Justice Focus Ministry Teams—Climate Action and Economic Justice; and

- the Holly House Task Force (2015-17) which is determining, through research and congregational input, best options for use of an adjacent parcel of land owned by East Shore.

Of course lay leadership is also foundational to the efficacy of the teams and groups that do not report directly to the Board, but work with the staff in many important areas of the church. These include Facilities and Grounds Teams, Children and Youth Team, Worship Team, Membership Team, Care Coordinator, Lay Pastoral Ministry, and Earth and Social Justice Coordinating Council.

Describe the process you used to complete this form.

Ann Fletcher, member of the Ministerial Search Committee, was designated by the group to coordinate the completion of the Congregational Record. MSC members reviewed the questions and divided up responsibility for information gathering and narrative formation. Sources of information included: the Board of Trustees, staff members (e.g., Director of Finance and Operations, Director of Religious Education, Communications and Membership Manager), Archives Team, and Search Nominating Committee Chair. In addition, the MSC used an extensive Survey Monkey completed by 44% of the congregation in September and 26 cottage meetings with various committees, ministry teams, covenant circles, and at-large members (total of over 200 members) hosted by MSC from late August through October 2. Additional data about the larger community was obtained online. Successive drafts of the Congregational Record were discussed via e-mail and at weekly meetings of the MSC, with input from all. A church member who is a professional editor did a final review of the non-confidential sections of the C.R.

Committees

Name the committees that have recently had the greatest success.

We have many committees and ministry teams that are successfully helping us to achieve our mission, vision and strategic goals. So it is challenging to select. Here are some examples in alphabetical order:

Climate Action Ministry Team and Economic Justice Ministry Team—These are two of East Shore’s sixteen ministries for earth and social justice. Last year Climate Action members assisted with the RE environmental curriculum, held monthly Climate Awakening Breakfasts, developed a large social action network, and supported environmental rights of Indigenous Peoples. The Economic Justice Team advocated for state initiatives to overturn Citizens United and to increase the minimum wage/provide sick leave (with Faith Action Network). They provided educational opportunities through worship services, meaningful movies, and book discussions.

Endowment Committee—Within a little more than a decade, the Endowment Committee has grown East Shore’s endowment fund from less than \$200,000 to 1.2 million dollars. This milestone has allowed the committee to contribute more of its interest to the operating fund as well as continue to be a safeguard for emergencies or unforeseen circumstances.

Membership Team—To address the challenges of dealing with a geographically diverse membership, this team supported the former Stewardship Committee’s implementation of Connection Teams, linking up members who live in the same area. The Connection Team Coordinator continues to reorganize the teams and redefine their functions with the goal of integrating members, creating a sense of belonging, and providing mutual assistance and service the church. The persistence of the Connection Team leadership, the Membership Team’s strong focus on welcoming visitors, and the establishment of a new marketing team demonstrate a dedication to our Mission of being a “Caring Religious Community” and to creating a cohesive and sustainable congregation.

Personnel Committee—During the last few years, this group has consistently provided compensation research as well as guidance and support to both staff and Board during the course of inevitable changes and challenges with personnel. Its manual has been used successfully to resolve issues as they have arisen.

Racial Justice Ministry Team—During the last three years, 70 members of the congregation have participated in the Beloved Conversations workshop, which resulted in the creation of a Racial Justice Team. This ministry has developed ongoing education, worship services, and outreach. For the past year, members have participated in a Black Lives Matter Flash Stance public vigil every Sunday morning. This action has resulted in local TV news stories about East Shore, additional visitors to our church, and a stronger relationship with our local police. In addition, in 2015, a People of Color Covenant Circle was created.

These new racial justice groups have already galvanized many members to act on their beliefs. Promisingly, they are finding intersections where they can work together with Climate Action and Economic Justice Ministries and with outside groups in their related causes.

Second Sunday Ministry Team—This group locates and vets worthy non-profits to present to the congregation most months of the year. This provides an ongoing opportunity for all church members to become aware of and support social action by sharing the plate. This group has given over \$120,000 during the last 10 years to local non-profits that support our UU Principles and Core Values.

Women Helping Women—This sub-group of the Women’s Perspective has been active for over five years, coordinating more than 50 members to support homeless women by supplying meals and supplies through The Sophia Way, to jointly host luncheons with Muslim women that benefit educational opportunities for girls, and to partner with an area low-income school to provide assistance.

Worship Team—This group expanded its ranks during the ten months we were without a minister and worked with dedication to ensure outstanding worship services. They brought in a variety of inspiring and relevant ministers and speakers, created services with thoughtful themes, and worked with the staff, volunteers and Tech Crew with love and patience.

Name the committees that have recently had the least success.

Committees and Ministry Teams with less success have shared the issues of not having enough committed members with similar interests/expertise or of having lost leadership. They are dealing with this in a variety of ways. Here are some examples in alphabetical order:

The Finance Committee is a fairly small group of dedicated individuals providing crucial support to the Board. Recruitment has been a challenge, partly due to the many other commitments of those who have expertise/interest in this area. However, the Board’s governance reorganization brings Finance, Stewardship, and Endowment Committees together to support each other. It is believed that this will energize all the groups and help them work together in synergy.

Last year the Grounds Ministry Team, which maintains the four acres of natural forested land around the church, lost its leadership, and its small but dedicated membership was experiencing burnout. The group recruited a new leader, performed a humorous skit at a service, and increased its invitational communications. The interim minister helped the group arrange for a Sunday worship service, which succeeded in increasing awareness of the spiritual benefits of our natural setting and stimulating interest to participate.

The P-Patch Ministry Team grows organic produce and offers it to congregants after services for donations, which go to a selected sustainable food non-profit. Within two years, two leaders moved away, and church garden plot members have since decreased their participation. A long-time member and a new member have agreed to be interim co-chairs and to find ways to strengthen this group next year.

Major Financial Support

List the dollar amounts of the ten largest operating pledges received in the

most recently completed fiscal year.

\$26,500

\$20,000

\$15,500

\$14,400

\$12,600

\$12,000

\$12,000

\$12,000

\$12,000

\$11,040

Give the dates of the last two capital fund drives, and the funds raised (a) by contribution and (b) by debt.

1) 2012-2014: Sanctuary Improvement Campaign (roof, energy-efficient heating, window, kitchen, building envelope); \$504,441 raised by contribution.

2) 2000: New education building and other renovations; \$1.9M contributed, \$1.46M debt

What is the condition of the church buildings, and what funds may need to be raised in the future?

East Shore is blessed with beautiful grounds and four main buildings which are in excellent condition. The church has no need for a capital campaign in the near future.

- The Education Building was completed in 2002; 2-story with elevator.
- The Sanctuary Building was enlarged in 2002 and upgraded with new roof and energy-efficiency measures in 2012-14.
- The Administration and Multi-purpose Buildings were remodeled in 2002.

As a preventive measure this past year, East Shore contracted with a company to map out and analyze the condition of the entire campus, from roofs to computers. The analysis will be used to estimate how much the church should be budgeting each year for coverage of future building expenses and upgrades. This extensive report will be summarized and shared with the congregation in 2017.

East Shore also owns an adjacent house (the original 1920s-era farmhouse known as Holly House) and detached garage. Both structures were updated in 2010 through a rental contract with The Sophia Way, a local not-for-profit, to house six women who are homeless. Both buildings are in serviceable condition but suffer from age. They stand on a parcel of land contiguous to the East Shore campus. A

Holly House Task Force is currently studying its possible future use(s) with a recommendation slated for presentation at East Shore's annual Congregational Meeting in June 2017.

Ministry

Describe the process by which the minister will be called.

When our minister resigned in May, 2015, the Board of Trustees established a Search Nominating Committee (SNC) which then named a Ministerial Search Committee (MSC) in the spring of 2016. The Board of Trustees charged the MSC to begin the search for a settled minister in July 2016. We are following UUA Settlement Handbook guidelines, with the exception of our timeline. Because of our "gap year" without an interim minister, we are working in tandem with the Interim Transition Team rather than sequentially.

The MSC began its work with an August weekend retreat facilitated by the Rev. Grace Simon. During the retreat, MSC members studied the ministerial search and settlement process and planned its work according to guidelines contained in the UUA Settlement Handbook.

To date, the MSC has maintained ongoing communication with the congregation via East Shore's newsletter (The Beacon), weekly Email Blasts sent to members and friends, Sunday service announcements, and Sunday morning information tables. In order to determine the congregation's interests, beliefs and preferences regarding a future settled minister, the MSC conducted a Survey Monkey with a 44% response, and held 26 (over 200 participants) cottage meetings with committees, ministry teams, covenant circles and at-large sessions. Following analyses of all collected data, the MSC completed East Shore's Congregational Record.

The MSC members will soon finish the minister information website/packet for potential ministers and continue to follow the schedule and guidelines contained in the UUA Settlement Handbook. The MSC meets weekly and communicates via an online confidential group site. The MSC will continue to work with the Board, Interim Minister and Interim Transition Team regarding governance, church history and all other search-related concerns.

Describe the process by which the Ministerial Search Committee (or its equivalent) was chosen.

In the fall of 2015, the East Shore Board of Trustees established a Search Nominating Committee (SNC) according to church bylaws. Members of the SNC reviewed the UUA's recommended process for selecting a Search Committee and

reached out to every East Shore member and friend via email for completion of a simple nominating survey. Hard copy surveys were also available. This was followed by phone calls to congregants who had not yet responded to the written survey.

During the survey, the SNC determined the categories and groups that best represented the East Shore community. Then when the survey was complete, they coupled that with the nominating data to identify individuals with the skills and traits that would provide a good mix of strengths on the MSC.

Ministerial skills and enthusiasms most needed by the congregation:

4 -Crucial 3 -Significant 2 -Modest 1 -Of less consequence

- 3 Administration
- 1 Adult religious education
- 1 Children's religious education
- 1 Committee work
- 2 Community-building
- 1 Denominational activities
- 4 Facilitation
- 2 Stewardship
- 1 Home visitation
- 1 Hospital calling
- 1 Leadership development
- 4 Membership growth
- 2 Music & liturgical arts
- 1 Personal counseling
- 4 Preaching
- 2 Scholarship
- 3 Social action
- 3 Spiritual guidance
- 4 Staff relations
- 3 Worship
- 1 Youth work

Assess the capacity of the congregation to exercise forbearance and to nurture in assisting a minister's development:

East Shore's congregation is enthusiastically looking forward to a settled minister. While those most active in ensuring that the work of the church thrived in the

absence of a minister have done an admirable job, they have felt a bit overwhelmed at times and look forward to welcoming a settled minister. Our minister will receive much assistance and nurturing.

It is important to note that East Shore's lay leaders do not expect to fully cede all responsibilities to a new minister, which may provide some reassurance to prospective candidates. Mainly, there is the knowledge that the minister may not be skilled at or interested in every aspect of church work, and delegation is expected.

For everyone's mutual benefit, it will be important that the minister, lay leadership and staff jointly establish areas of expertise, interest and delegation fairly early in the minister's tenure. The new minister may also want to appoint a committee of advisors known at East Shore in the past as The Ministerial Relations Committee. The Search Committee is eager to help with our new minister's assimilation and development.

What expectations, however silent, may there be about the minister's family and personal life?

Congregants were asked their expectations about the minister's family and personal life. Of the 133 responses to this question in the church survey, the most often stated response (52) was that they had no expectations. Of these, many stated that the minister's personal life should be none of the congregation's business; others were offended or surprised that this question was asked.

Several respondents expressed hope that the minister's family will be part of the church community and enter into church activities, that family members adhere to UU Principles, and that it would be a great benefit to the congregation if the minister had a life partner that participates in church life. It is important to note that most of those stating the preference for a family's inclusion in church life added that their hopes were not a "deal breaker." These respondents expressed the wish that the minister have a healthy personal life, and be able to maintain a balance between his/her/their personal and professional lives.

Describe the worst mistake your new minister could make.

Aside from the obvious mistakes a minister could make: committing a crime, having a sexual relationship with a member of the congregation, breaching trust, being racially or culturally insensitive—the new minister really needs to know why he or she wants to be a minister at East Shore. The minister's enthusiasm for being at East Shore is vital.

Once called as East Shore's minister, it is very important for the minister to listen to the Board and the congregation about the church's needs and goals as a community. Taking time to learn about the church's members, and not coming in with a specific agenda, is critical. Coming to East Shore with set ways or resistance to change would be a mistake.

Thank you for taking your time to learn about our congregation. East Shore rocks, and we are looking for a minister to rock with us!
