

East Shore Unitarian Church

Meeting of the Board of Trustees,

December 2017

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Preparation Notes and Agenda

Preparation Notes

Review all items of the consent agenda, be prepared to vote to approve all, or move a piece to the regular agenda if discussion is needed (Please alert Jack in advance!).

East Shore Unitarian Church
Board of Trustees Meeting Agenda
December 19, 2017

Board Host: Aisha, Elaine, and Jason

6:45	Social Gathering	
7:00	Opening Words, Chalice Lighting	Aisha, Elaine, and Jason
7:05	Check In/ Guest introductions	All
7:15	Right Relations process – feedback from Nov. meeting	All
7:35	Approval of Consent Agenda	All
7:45	Holly House update	Jason
8:00	January meeting date	Jack
8:05	Open Vice President position	All
8:30	Adjourn to Executive session for vote	

Minutes of Last Board Meeting

ESUC Board of Trustees

Minutes - Draft

November 21, 2017

Minutes, Leadership Reports, Consent Agenda:	Com. + Board Liaison Reports Consent Agenda:
November Board Agenda + Upcoming Events	Personnel Liaison Report – Jerry Bushnell
Minutes of Last Board Meeting – October 17	ES Social Justice Ministry Teams Oct Report
Board President's Report – Jack Slowriver	2017 Auction Update – David Baumgart
Finance – Treasurer's Report – Ryam Hill	Proposed Revision to Board Policy 2.3
Interim Minister Report-Rev Elaine Peresluha & Membership + Communications Report	Process for Initiating + Revising Board Policies
Director, Finance & Operations–Jason Puracal App A&B – Sum Income Statement, BS FY17 Appendix C Financial Analysis / Charts,	Policy & Governance Work Plan Progress Chart
Director, Lifelong Learning – Aisha Hauser Revised Dir, Lifelong Learning Job Description	Discussion Agenda DFO Report, Appendix D: Holly House Property Request for Proposals - DRAFT

East Shore Unitarian Church
Board of Trustees Meeting Agenda
November 21, 2017

Board Host: Ryam Hill

6:45 Social Gathering

7:00 Opening Words, Chalice Lighting	Ryam
7:05 Check In/ Guest introductions	All
7:15 Approval of Consent Agenda	All
7:30 Auction update	Dave
7:35 Discussion of policy proposal 2.3	All
7:45 Holly House Task Force RFP progress	Dave and Jason
7:55 Search Nominating Committee proposal	Elaine
8:00 Open Board position	All
8:15 Executive Session	Elaine & Jack
9:00 Closing Words and Adjourn	Ryam

Upcoming Events for Your Calendar

- December Exec Council – Dec 5
- December Board Packet items due Wednesday, Dec 13: email to Dick Jacke (Volunteer 1)
- December Beacon Board Buzz due Wednesday, Dec 13 by Tom: email to Nicole Duff
- December Board Meeting Dec 19; Tom is host.
- Sunday Svc Announcement 11/26 Tom, 12/3 Marcy, 12/10 Tom, 12/17 + 24 Jerry, 12/31 Tom

Opening Words – Ryam’s reflection:

“Whether it’s the best of times or the worst of times, it’s the only time we’ve got.”

Check-in - The board of Trustees includes David Baumgart (secretary), Paul Buehrens , Jerry Bushnell, Uzma Butte, Tom Doe, Lee Dorigan, Ryam Hill (treasurer), Marcy Langrock, Jack Slowriver (president). We currently have no Vice President and have an open seat on the board. The Board also includes our interim minister, Rev. Elaine Peresluha, Jason Puracal - Director of Finance & Operations, and Aisha Hauser - Director of Life Long Learning.

Visitors – Connie Hirnle (chair, Nominating Com), Bill Austin (Nominating Com), Anne Martin (P&G Com), and Jeanne MacAuley

Review of Board Agenda + Consent Agenda - (see content of Board Packet - all Board member are expected to review the entire Board Packet prior to the Board Meeting) - Jack asked if anyone request to move items from the Consent Agenda to the Discussion Agenda - no items were moved to discussion (see list of topics below). Lee moved and Uzma seconded that the Consent Agenda should be approved. Motion Passed.

Consent agenda major topics (see Appendix 1)

- Approve charters - Memorial Garden, Grounds Team, East Shore Live, and Holly House Development Task Force
- P&G proposed procedure for proposing a policy change

- Bill Culverwell – nominated as member of Financial Stewardship
- Steve Lange – nominated as member of Endowment Com

Housekeeping items: upcoming hosts, announcers, etc. (Dave)

~~We need a Board member to deliver the Sunday Service Announcements on Dec 24 and 31.~~

Auction Update – Ref: Auction Board Liaison Report, Board Packet, Page 43

David Baumgart, Auction Com. Computer Support, reported that our annual auction, Nov 11, 2017, achieved its primary goals:

1. Fund raising for Operating Budget, Fund-a-Need (air conditioning for Admin Building), and Youth Tips,
2. Community Building through future events such as dinners, hikes, and entertainment,
3. Have a fun event that was enjoyable for all participants.

Dave noted that the total number of participating bidders, bid transactions, and receipts were less than the previous year; down approximately 20 to 25% from 2016. It is noted that there was also a significant reduction in the number of entries in the Auction Catalog. The rainy weather was also likely a factor. The auction debrief is scheduled for Sunday, Nov 26.

It Takes a Village!

Many thanks to the 50+ volunteers who contributed their time and treasure to this event. It truly takes a Village! The updated financial results, as of Nov 23: \$54,429 in credit card sales plus an estimated \$750 in cash and checks – total receipts of approximately \$55,175. For a full detailed report, please contact the church office.

Discussion of Policy 2.3 Proposed Revision – led by Jack Slowriver and Ann Fletcher

Policy 2.3 - Treatment of Members, Friends, Visitors and Congregants (ref: Board Packet, page 44)

The primary purpose of this revision was to establish the policy and process for the interaction between church staff, led by the Senior Leadership Team (SLT), and the various committees, teams, councils, task forces, etc. The P&G committee included paragraphs 2.3.1 and 2.3.2 in the Board Packet.

Jack moved and both Lee and Tom seconded that the board approve this revision to Policy 2.3. Motion passed with the caveat that the P&G Com. would make the proposed revision available to the East Shore congregation for their feedback and comment for a period of 3 weeks prior to our December meeting. If there were any significant feedback, then P&G would bring the proposed revision back to the Board for the December meeting.

Holly House Development Task Force (HHDTF) RFP Process Progress – David Baumgart and Jason Puracal

Dave provided background information and context for the proposed RFP. The HHDTF is charged with the responsibility of soliciting proposals from the Seattle community for the development of the Holly House property; as approved at our June, 2017 annual meeting. The proposed RFP (ref: Board Packet, page 27) is designed to be relatively simple but appropriate for organizations who may specialize in Affordable Housing developments. The entire process has been streamlined to try and complete the selection of a proposal by mid to late March to allow the selected organization to be eligible to apply for state and federal funding during the March / April funding cycle.

Jason briefly reviewed the RFP with the board and also discussed the development of weighted criteria, as outlined in the HHDTF charter. These criteria will be used as a tool to assist in the evaluation of the

various proposals we may receive. Jason also stated that the Financial Stewardship com will also support this process by providing financial analysis of each proposal. Both Dave and Jason referred to the feedback we had received from Craig Nelson about our proposed RFP. Craig is a professional Real Estate broker who specializes in both residential and commercial transactions. Craig generally approved the RFP as appropriate for our purposes. Craig advised that the HHDTF should reach out to all the organizations that specialize in affordable housing projects that we knew about in the Seattle market.

Jason also pointed out that the final selection of the winning proposal was subject to review and approval by the entire East Shore congregation. A special congregational meeting will be scheduled in April for that purpose.

Dave moved and Marcie seconded that the Board approve the proposed RFP. The motion was approved unanimously. The current members of the HHDTF are:

- David Baumgart (member of the Board and interim chair, HHDTF)
- Lee Dorigan (member of the Board, of Financial Stewardship Com, past co-chair of HH Task Force)
- Seth Hamilton (member of Beloved Racial Justice)
- Marcie Langrock (member of the Board and of Financial Stewardship Com)
- Benjie Langrock (member of the Youth Group)
- Jason Puracal (Director of Finance and Operations)

The current Professional Liaisons to the HHDTF are:

- Abbie Birmingham (Legal services specializing in Affordable Housing)
- Craig Nelson (professional Real Estate broker who specializes in both residential and commercial transactions)
- Bob Weiss (businessman, chair Facilities Com, and past co-chair of HH Task Force)

Search Nominating Committee Proposal – Rev Elaine Peresluha

Elaine proposed that we employ a process whereby all members of the congregation would be interviewed to learn who they would trust to become members of the Ministerial Search Committee (MSC). Excerpt from Elaine's report:

The Membership Enhancement Team agrees with the strategy of combining the content of spring phone calls to include both nominations to the MSC and pledge conversations. We will be emailing members of financial Stewardship, Board, Membership, Lay Pastoral ministry, Outreach and Search Nominating committees to solicit the necessary 65 callers to be trained in January. We will use the One on One conversations that we tried out with 40 randomly selected members in October. The MET agreed that the conversations were effective, fun and easy to complete. Elaine outlined the following proposed timeline:

- Description of the process at the First Saturday meeting in December – Dec 2
- Training of the principles of 1 on 1 Conversations: Jan 28 or Feb 7
- The every member interviews would commence on Feb 11, for 4 weeks
- Formal gala event in the Sanctuary in mid-March to celebrate the creation of the MSC.

It was also noted that this was an opportunity to increase the utilization of the automatic debit process for donations. 50% of the household units for East Shore are currently using automatic debits. Jack then asked each member of the board to discuss their feelings about participating in the process. All members of the board as well as all of our guests who are in the leadership group agreed that they would support the process.

Open Board Position – Vice President

Bylaw Article X, Section F: *The Board of Trustees may fill vacancies in all elected offices. Members so appointed shall serve until the next annual election.*

[Background Information from the Secretary:] *The abrupt resignation of our Vice President, 4 months ago, left the board with two gaps. The most impactful gap is within our planned line of succession of Board Leadership. Traditionally, the President of the Board serves as the Vice President for the previous year, serving a kind of apprenticeship – learning about the duties and challenges of serving as an officer. Board officers meet once a month with the minister and the SLT, in the Executive Com, and thus are more intimately acquainted with all aspects of leadership of the East Shore Congregation. This has proven to be a successful way for providing a practical education and preparation for a new President. Most of the members of the board believe that the Board President should have already served as a member of the Board for at least a year.*

It is noted that the new President to be elected in June of 2018, who will succeed Jack Slowriver, will preside over the next Ministerial Search and the confirmation of our next Settled Minister; very important events in the life of East Shore. The current officers have reached the decision that we should fill this gap as soon as possible without further delay.

The second gap is the open position on the Board of Trustees. Whereas the resignation of the Vice President who is expected to serve as President in the following year is unprecedented – an opening of “Board Trustee at Large” happens more frequently – averaging at least once a year over the past 5 years. In past years, the Board Leadership working in collaboration with the Nominating Com. and the minister, has appointed a person to fill the remainder of the open term, and this person is then confirmed at the next annual congregational meeting.

During the past 3 weeks, it has become apparent that a present “Board Trustee at Large,” Uzma Butte, is willing to fill the open position of Vice President. Uzma is the only candidate from the present Board of Trustees. She provided a one page resume and stated verbally that she would be willing to serve as Vice President. Connie Hirnle (chair of Nominating Com) and Bill Austin, both members of the Nominating Com were in attendance, this evening, however, they did not provide the names of any other candidates to fill the position of Vice President or the open Board position.

<Discussion about the process to fill the Vice President position then proceeded. During the discussion, members of the board as well as Connie and Bill spoke about what an effective process would look like.>

During the discussion, a consensus developed that the members of the Board supported an open process to inform the East Shore congregation that we intended to fill the Vice President position at the next Board meeting in December. Paul moved and Dave seconded that we vote on filling the opening for Vice President at the December meeting. Motion passed. We also conducted a non-binding straw poll that indicated that the majority of the members of the board supported Uzma to become our next vice president.

Executive Session

Our guests, for this evening were now excused, and the Board commenced an executive session to consider two significant matters.

Closing Words and Adjourn

Ryam’s closing reflection is attributed to Buddha:

“let us rise up and be thankful,
for if we didn’t learn a lot today, at least we learned a little,

and if we didn't learn a little, at least we didn't get sick,
 and if we got sick, at least we didn't die;
 so, let us all be thankful.”

Our board meeting ended after 9:30pm. Our next board meeting is December 19, 2017. Please review these draft minutes and send corrections or additions to Dave as appropriate.

Respectfully submitted by David Baumgart, Secretary, ESUC Board of Trustees

OPEN ACTION ITEMS: (REVISED NOVEMBER 21)

What	Who	When / Notes
Communicate with the congregation our intent to fill the VP position in Dec	Exec Com	Appropriate Communication outlining the process.
Revised team charters – first drafts are due Sep 30 / P & G Committee review	Board, Elaine, Jason, Aisha	The Board and each SLT leader will be responsible for their respective teams (Appendix 2). 7 charters approved, 22 draft charters now under review. Jason to send out notice to all committee chairs about next steps in the review process.

CLOSED ACTION ITEMS:	Who	When / Notes
Refresh and publish all Policies to the Board and Congregation.	Ryam, Dave, Policy Committee	In Progress – Ryam has now compiled a current document of policies.
Recruit Members to HHDTF and launch their first meeting (Oct 19).	Marcy, Dave, and Jason	Initial membership includes Dave, Marcy, Jason, Lee, Seth Hamilton, and Benjie Langrock
Establish Ryam as the Asst Secretary with Chase Bank	Dave	Enables Ryam to make changes to the Chase Bank signature card

Appendix 1

The Board adopted or supported the following decisions, below, as part of the Consent Agenda Approval:

Consent Agenda from President’s Report

The Policy and Governance Committee has been hard at work. There are three items for the consent agenda...

- Review and approval of process for proposing a policy change. Please see the attached document. This would be a procedure – not a change in policy. The Board should likely have a collection of procedures. This could be our first.
- Policy and Governance Work Progress Chart. This is an informational document. If you have additions or recommendations for the Policy and Governance Committee, please bring them up in our meeting.

- The Policy and Governance Committee reviewed several charters (ref: October Board Packet). The charters that are now recommended for Board approval are:
- Memorial Garden
- Grounds Team
- East Shore Live (with the understanding that leadership is chosen each season)
- Holly House Development Task Force
- The DFO's report, Appendix D, includes the current draft of the HHDTF RFP recommended for Board approval:
- Holly House Property Request for Proposals - DRAFT

Consent Agenda from Treasurer's Report

- Bill Culverwell who is a member of the Endowment Committee needs approval to also serve as a member of the Financial Stewardship Committee. He has been approved by the Financial Stewardship Committee and the Executive Committee of the Board.
- Steve Lange attended the Endowment Com on Oct 27, 2017, was approved and agreed to become a member of the Endowment Committee, pending Board approval.

Consent Agenda from DFO's Report

Jason Puracal, DFO, has drafted financial metrics and recommended goals for the 5- Year Financial Strategic Plan. The metrics were reviewed by the Finance Team, and presented to the Financial Stewardship Committee. These include:

- Operating Cash Reserves (General Reserve Account- Designated Fund):
 - Six months of operating cash expenses plus current liabilities (i.e. 50% of annual budget, minus mortgage)
This is considered a strong financial position.
- Capital Reserves (Endowment Accounts- Designated Fund):
 - 100% funded model based upon Reserve Data Analysis
This is considered a strong financial position.
- Debt Service Reserves:
 - Six months of debt service costs (principal and interest payments)
This is considered the minimal/baseline financial position.
 - Debt Level: Total liabilities are less than 2 times the church's unrestricted net assets.
This is considered a strong financial position; ESUC has already achieved this goal.
 - Loan-to-value Ratio: Debt is less than 65% of the current market values of the collateral property
This is considered a strong financial position; ESUC has already achieved this goal.
 - Debt Service: Annual debt service payments do not exceed 10% of the church's annual cash operating expenses
This is considered a strong financial position; ESUC has already achieved this goal.
- Average age of accounts payable invoices: not more than 15 days
This is considered a strong financial position; ESUC has already achieved this goal.
- Return on Assets (Economic Value)
 - TBD- while it is clear how to calculate this for a for-profit company that produces a product, I am still contemplating how we can apply this to the church.

APPENDIX 2 – CHARTER TRACKING TABLE

Latest Update – Nov 21, 2017

Board Standing Committees	Minister Core Teams – Elaine	DFO Core Teams- Jason	DLL Core Teams-
Oct-Financial Stewardship	<i>Membership Dev Mgr</i> Communications Oct-Membership draft Seabeck Women’s Perspective	<i>Membership Dev Mgr</i> Oct-Outreach – Gallery Oct-Outreach – Website OFD Oct-Auction Oct-East Shore Live	Children & Youth Chalice Players
Oct-Endowment	Oct-Connections Teams	<i>Facilities Mgr</i> Oct-Facilities <ul style="list-style-type: none"> • Oct-Grounds • Oct-Memorial Garden Oct-P-Patch Flower	Adult Programs
✓ Nominating	Oct-Ace Media Crew - Production	Oct-Ace Media Crew - Hardware	RE Teachers
✓ Personnel	Oct-Archives / Library		
✓ Policy & Governance	Earth Based Celebrations		
✓ Oct-HHDTF 2017	Covenant Circles		
Ministerial Search TF	Extended Families		
Oct-Right Relations TF	Oct-Lay Pastoral		
	Worship		
Oct-ESJCC - Elaine	ESJCC - Elaine	Caring Community - Elaine	Affinity Groups - Elaine
ANSWER Nepal	Oct-PartnerChurchKhasiHills	Grief Support Group	Coffee Klatch

Oct-Beloved Racial Justice	Partner Church Transylvania	Adult Children of Aging Parents	Women's Friendship Group
Climate Action	Community Relationships	Men's Support Group	4 th Saturday Bridge Group
Oct-CFH	Oct-Second Sunday	Parents of Trans Youth	Men's Breakfast Group
Oct-Crossroads Meals draft	Women Helping Women	PD Support Group	
Food Bank		Widows Flying Solo	
Good Start Back to School		Affordable Housing Support Group	
Holiday Giving Tree		Parents of Teens	
Oct-Meaningful Movies		Helping Hands	

END OF MINUTES

President's Report – Jack Slowriver

President's Report – December 2017

Communication has been a theme lately. It is an area that I know that I can always improve – both in the listening and sharing components of my role. I had a great opportunity to grow in that regard at December's First Saturday Coffee and Conversation. I learned more about the importance of a defined Right Relations process and look forward to trying this out at our upcoming meeting.

Additionally, I have been in touch with Rev. Christine Robinson, a consultant to large congregations for the Pacific Western Region. We spoke about the several topics in which ESUC continues to experience conflict. She shared the following with me and noted that level 3 is “the edge of healthy conflict which can be substantially productive.” I'm curious where others might see ESUC reflected right now.

Simple Conflict Levels

(This is a simplification of an Alban Institute model)

Level 1: “We’ve Got a Problem.”

But...we still feel safe together as a group, we’re sharing information, and everybody is being reasonable (well, anger flares up sometimes but is quickly contained.) We’re looking for a win-win solution and we don’t really need help.

Level 2 “People disagree”

And they are starting to feel strongly about it, but they can’t quite define the problem. They are not sharing information readily, and they are starting to form “sides.” There’s some hostile humor going on and some barbed comments. It’s starting to be “us against them”.

Level 3 “It’s a contest and I need my side to win.”

Emotions are getting higher. Now folks start to draw, “for me or you’re against me,” lines. Some new folks join the fight who love a good fight or have other, not-so- healthy needs. There are hidden agendas. Private meetings start to happen and each faction has private information which they don’t share. This is when someone might say, “They are not REAL UU’s.” This level of conflict will rarely be solved without some outside help, and it is likely that some people will leave the congregation, either because their side lost or because they don’t join a congregation

to get involved in conflict.

Level 4 “Whatever the issue was, the only thing I care about is that THEY go away.”

The conflict becomes personalized and those persons, it seems, must be cut out of the congregation. The sides don’t speak any more. A skilled expert can sometimes help a congregation manage this level of conflict, but this is the last chance.

Level 5 “Time to Split Up. There’s no “we” here, just fury.”

The original issue no longer matters. Vindictiveness prevails and the talk is of evil and enemies. The object becomes not only to get rid of offending parties but to hurt them. (make sure the fired pastor can never get another job!) The only outcomes possible will include separating the parties, hopefully before violence breaks out or the church dies.

In other news, the Nominating Committee and the Policy and Governance Committee have submitted articles to the Beacon in an effort to communicate process to a wider audience. The Board continues to post our Board packet on the website and distribute our agenda as early as possible.

Items for the consent agenda:

- Approval of policy 2.3 (feedback was 100% supportive)
- Approval of the Right Relations Task Force Charter

Finance - Treasurer Report – Ryam Hill

- **Financial Stewardship Committee:**
 - The FS Committee did not meet this month. Via email discussion, I updated Claudia on decisions from last month that relate to the latest version of the 5-Year Financial Plan.
- **Endowment Committee:**
 - The Endowment Committee did not meet this month. They will meet quarterly to review reports (next in January 2018), and are also invited to FS meetings to participate, but not vote.

- I have removed Schwab account access from Paul Bouchey, former chair, and am getting signatures from the Minister, President, Craig Nelsen—new chair, and me as Treasurer on the necessary paperwork to give Craig access to the reports online.
- **Finance Team:** I attended the Finance Team meeting on 12/8/17 where we reviewed the end of month reports, coverage for Jason while on vacation, the sponsorship proposal, and changing the FY to Calendar year.
- **Budget Team:** Jason and I began the discussion of budgeting parameters for the next FY. Jason began preparing a budget, based on last year's budget and integrating some known changes, to create the first draft budget. The whole team will meet in January.
- **Jason's Review:** I met with Jason and Dave, to do an in person job review for Jason. We discussed his goals for the upcoming year, achieved goals from last year, and input from his direct reports. On all counts, Jason did an excellent job. Dave is writing up the final report for the Board.
- **Treasurer access to accounts:** I now have online access to all East Shore accounts. This allows me to access processes and create reports needed by the bookkeeper, especially when the DFO is not available to do this.
- **Coffee Conversations:** I attended the Saturday meeting to help answer questions from the members. This was a contentious meeting and shows that as a group we need significant help with right relations during discussions.
- **Fiscal Year to Calendar Change Update:** The Board already approved going forward with changing the Fiscal Year to the Calendar year in a previous meeting. This was predicated on identifying and resolving transition issues that might come up. The Finance Team discussed some of these issues at our last meeting. Benefits to doing the transition this year would be improved efficiencies in operations, less confusion on pledges/taxes, and a simplified calendar. Some changes and considerations would be transitioning the budget—passing a 6 month one in June 2018 and another, a 12-month budget—again in November 2018, adjusting the congregational meeting and Board/Nominating Committee position durations for upcoming elections, and adding a requirement to work between Dec 25 and Jan 1 to the Bookkeeper job description (to complete end of year requirements).

My concerns are that with some of the complications and difficulties the membership is dealing with now, these changes might be too much this year. While it is doable operationally, I plan to check with church leadership and any members to get a sense of the congregation's thoughts. My goal is to request input in early January, so the go ahead for the budget planning and other changes are clearly yes or no by the next Board meeting. At this point Jason is working on a 6-month transitional budget for June.

Minister's Report – Rev. Elaine Peresluha

Interim Minister's December 2017 Board Report

Rather than follow normal reporting format of referencing metrics from operations that support the Board ends, I am offering a general assessment this month. My report is a reflection on what I am observing and experiencing, my state of the interim assessment.

There are three, maybe more, distinctly different spheres of engagement that I have observed at East Shore. It is important to recognize that there are a relatively small number of people who are dissatisfied. This small number, however, is requiring a significant percentage of the staff and leadership time and attention. The vast majority of members and leaders are in the first two categories.

- Members who actively participating in programming, worship, and on committees. Members and friends express appreciation for East Shore, directly communicate concerns and actively engage to resolve conflicts. They are satisfied with programming, music and worship. They ask clarifying questions when they do not understand, express respect and appreciation of each other, staff and the Board. They directly express limited needs for alternative programming, decision making or structural modifications in how the church is governed. This group includes a variety of levels of engagement from peripheral members, those in mid leadership roles, chairs of committees and core teams, board members and officers.
- Deeply committed leaders and board members aware of anxiety and conflict in the system doing their best to actively listen, respond, set appropriate consistent boundaries and be available as resources for people with questions and concerns. These leaders attend meetings, workshops and worship on a regular basis as well as other program areas such as conversations on race, Covenant Circles and other affinity groups. Some express that they are emotionally and spiritually tired, discouraged and feeling ineffective or /and unappreciated.
- A small group of anxious, dissatisfied long term members who have attended some workshops, do not come to worship on a regular basis, and meet socially with other members of the congregation mostly outside of church programming and also in Covenant Circles and Affinity Groups. These people are strongly and usually indirectly expressing displeasure to each other and to some Board members. They express displeasure to others about Aisha and me for a variety of reasons that include the White Supremacy teach ins, social justice focus, policy based governance, specifically the collaborative SLT management of operations. Only two have spoken to me directly with their questions and concerns that I fail to collaborate, am overbearing and an ineffective listener and I am not meeting their worship needs.

What began as relatively normal level interim conflict over changes last year, peaked during the February all church initiative and the suspension of the search process. The intensity of conflict calmed for awhile then peaked again in response to the White Supremacy teach ins in the spring and seemed to calm again during the summer. It has erupted again recently and has not resolved or decreased in intensity with attempts at management as intended by direct conversations and two Right Relationship workshops.

In my opinion we have a complex, unsustainable conflict. Our normal interim conflict level associated with change and loss intensified with resentment of the White Supremacy teach ins, focus on anti racism, and the boards decision to appoint Uzma Butte as vice president. Those issues are complicated by some members' experience of a loss of power and authority, changes in the congregation, and loss of comfort and familiarity with the system. "It is not my church anymore." is a commonly heard along with "The staff are taking over."

The small group of people who are anxious, angry and expressing discontent represent about 10% of the congregation, while they are absorbing a significant and disproportional amount of staff and leadership time to address their anxiety, meet, talk, and respond to their concerns and the concerns of others they engage. Most of these people have been with the congregation for many years, contributed their time and resources, raised their families here and grew strong social bonds. It is important that we find a way to work with these concerned members so that they can become satisfied long term contributors who are proud of their church and the role they played in making and keeping it strong. We need to pay balanced attention to these beloved, influential people and their pain to assure that they feel heard, are reassured that things are not as bad as they fear, and can appreciate the possibilities for East Shore's future.

Currently, the conflict shows no sign of moving in that direction. Our responses have only intensified the conflict, which means we are not addressing the real foundational concerns. Members, leaders and staff are overwhelmed and exhausted by addressing the conflict without being able to achieve resolution. Staff and leadership do not have adequate time and attention to also complete the necessary structural changes and governance tasks necessary for the church to stabilize and prepare for new ministry.

This type of unresolved conflict is exceedingly unattractive to prospective ministers. It could either derail the search committee's process as it did last year, or potentially limit the number and quality of candidates interested in East Shore as a settled ministry. Conversely, a congregational packet that indicates that members recently participated in a conflict resolution process and are working on recommendations, is an exceedingly attractive congregation. Ministers know conflict exists. They are interested in knowing the source of the conflict, if large numbers of people left the congregation, or if members remained to resolve conflict and face the future together with confidence.

Based on those factors it is my recommendation that East Shore focus solely on directly addressing and resolving this conflict as a whole community. I believe this can only be accomplished through a trained facilitator specifically trained and experienced in church conflict. Until we have this conflict resolved we will not be effective in forming a search committee, inspiring generosity in pledges or moving forward with the necessary institutional work we need to complete during the interim. I have spoken to Christine Robinson who is willing and able offer her recommendations on facilitators. I encourage the Board to engage in an in-depth conversation about the necessary considerations in filling the Board vacancy of Vice President and best practices for addressing the conflict and moving towards resolution.

I am including the Earth & Social Justice report as an attachment in the Board Packet for the consent agenda and the following membership metrics.

Sincerely submitted,

Rev Elaine Beth Peresluha

Communications & Membership Metrics

Worship Numbers:

2017/18

November 5: 133

November 12: 141

November 19: 142

November 26: 136

December 3: 271 (music Sunday)

December 10: 134

2016/17

November 6: 198

November 13: 268 (post election!)

November 20: 273

November 27: 194

December 4: 199

December 11: 341 (music Sunday – Bob's last Christmas one)

Membership Numbers:

Current Membership: 459

- 17 People attended the New Member Class (thank you Jack for representing the board!)
- 11 people signed the book on Sunday! Please take time to see their faces in the North Room!
- Visitors who have filled out forms in November: 8

Director of Finance & Operations – Jason Puracal

DFO Report to the Board of Trustees, East Shore Unitarian Church, November 2017

Consent Agenda

BOT END 1. By December 1, 2017, ESUC will have an initial 5 to 10 Year Financial Strategic Plan, developed by the Leaders of the Financial Stewardship Committee in collaboration with the DFO, ESUC Board, and other ESUC leaders with the understanding that this plan will be reviewed and updated on an annual basis. (It is noted that this effort is well underway, led by the Financial Stewardship Team.)

- I reviewed the financial spreadsheets associated with the 5-Year Financial Strategic Plan, and made edits as necessary. Please see Treasurer's report for further details.

1.2. By the Annual Congregational Meeting in June 2018, ESUC will have a plan reviewed and approved by the Congregation for the development of the Holly House property that will result in proceeds to ESUC of at least \$1M.

- I attended two in-person meetings of the Holly House Development Task Force. Per the tasks assigned during the meeting, and following the Board's approval of the RFP and timeline, the Membership Development Manager posted the RFP posted on the esuc.org website, added Holly House Development Task Force webpage included a link in the weekly eblast and December Beacon. I had a 4-line ad posted in the Investments/Real Estate section of the Seattle Times Classifieds for two weekends. I created a developer contact and questions tracking spreadsheet to include all developers the previous Holly House Task Force was in contact with, along with new contacts. I called each developer contact to give a heads up about the RFP being posted, and emailed them individually with a copy. I have responded to questions via email and phone call after consulting the Task Force on each specific question, and a FAQ section was added to the webpage for public record. Please see the BOT Secretary's (David's) report for further details.

2. ESUC will be prepared for a Settled Minister by the fall of 2019. The following actions will be complete prior to preparing the information packet for the new ministerial candidates, including:

- *A covenant of Right Relations*
 - *Stable staff (paid / unpaid) to appropriately meet the needs of the church*
 - *Sustainable Finances and preparation for an external audit*
 - *Policy-based governance is fully implemented and accepted*
 - *In the 2018/19 review of ends the Board will be able to define what it means to explore spirituality based on their experience of living our mission and vision statements.*
- I met with the Finance Team. We discussed the November month-end statements, implications of moving to calendar fiscal year starting January 2019, a proposed "sponsorship" policy, the Holiday Giving Tree, and management of specific tasks while I am on vacation.

- The month-end reports created for November 2017 have been emailed to the Treasurer, Financial Stewardship Committee, Finance Team, and other designated recipients. The reports include the Summary Income Statement (see Appendix A), the Detailed Income Statement, and the Balance Sheet (see Appendix B). The Income Statements by Department are presented visually as part of the financial charts (Appendix C), although for more transparency, some of the Departments have been broken down into categories. If any Board Member, or Congregant, would like to see the Detailed Income Statement, or the Summary Income Statements by Department, they can be made available upon request.
 - According to the reports, the total income from donations for November were ~\$1,400 lower than the 16-year average of pledges, and almost \$20k lower than what was contributed last year during this period. Please note the new account structure groups non-pledge donations with pledges for total income from donations. Our total income was ~\$16k more than the 16-year average, ~\$23k lower than the 5-year average, and 67% of what was brought in last year during November. Our monthly expenses decreased by ~\$7,600 from last month; the decrease is attributed personnel issues, and utilities invoices not arriving until after month end. East Shore had a surplus for November of approximately \$2,700, and year-to-date we are still at a surplus of ~\$142k, providing a 1.5-month runway of operating expenses.
 - We noticed the November rent from the Pacific Northwest School of Music was not received, and the Facilities Manager is following up to ensure prompt payment.
 - The Balance Sheet was edited such that the balance of the mortgage minus 1 year of principal payments was moved to Long Term Liabilities.
 - I ran out budget projects for the rest of the current fiscal year based upon updated numbers from the OFD, the reduced revenues from the Auction, year-to-date income/expenses, changes in personnel, and assumptions aligned with the budget. It appears we are on track to breakeven on our budget. This is due to several factors including higher than expected rental income, and lower than expected facilities and personnel expenses.
- The Finance Team discussed the Holiday Giving Tree social justice activity that is occurring during the months of November and December. The Chair responded to the monthly Team activities report email with questions about funds they expected to carry over from the previous fiscal year. These funds were part of the Operating Fund surplus from the last fiscal year, and per Board policy, were transferred to the General Reserve at the close of the fiscal year. While an attempt to connect with the Ministry Team was made during the last budget cycle, it did not result in an in-person meeting to discuss all the changes occurring with respect to the finances and accounting of the church activities. Consequently, we requested to meet in-person now to clarify the changes, and find resolution to the immediate financial needs of the group. We agreed to increase the current fiscal year's budgeted expenses for the Ministry Team by the same amount that would have carried over if the funds were run through the Revolving Fund last year (\$423.56). We also explained the budgeting process moving forward with all activities running through the Operating Fund. We agreed to provide accounting updates once per week during the limited time of activities for the group. Further follow up will occur once the Budget Team begins its process in the first quarter of 2018.
- The Finance Team had all financial files older than 7 years, except capital expenditures, shredded. Iron Mountain was contracted to securely pick up, shred, and dispose of the files.
- Laura Rivendell, our volunteer assisting with the bookkeeping and accounting transition, and I met with the Membership Development Manager to discuss the pledge activities related to the Membership Enhancement Team. The intention was to clarify responsibility of specific tasks for the accounting procedures, and define how the checks and balances will work to minimize errors. Our discussion outlined the beginnings of the Process Map requested of the MET per their Charter. I reviewed the first draft of this Process Map and made suggestions for improvement.
- Laura and I collaborated with the Membership Manager and Interim Minister to add contribution year-to-date statements to the Holiday Letter that was sent out to all pledging units. Those signed up for electronic notifications received the communication via email. The rest were printed at East Shore, then

taken to Minute Men in Bellevue for folding, stuffing, and sealing at a cost of \$120 for ~300 envelopes. Printed communications were available for pick up during one Sunday morning; the remainder were stamped by ESJCC volunteers, then mailed via USPS.

- Laura graciously offered to assist with getting all the employee files standardized and ensure all were up to date. She organized the files, revised the checklist created by the Personnel Committee, and redid required documentation that was missing from specific employees' files, mostly the I-9 forms. She also created a form for employees who opt out of the health insurance offered by the church so their decision is documented for church records.
- I created the spreadsheet and first iteration of the budget for next fiscal year to launch the process of the Budget Team. While we continue to investigate the impacts of moving to a calendar fiscal year potentially starting January 1, 2019, the Finance Team recommended starting the process with a six-month budget (July 1, 2018 to December 31, 2018).
- I continue to provide support for the Bookkeeper responsibilities, estimated at 5-10 hours per week. Progress is being made on the cleanup and procedures documentation. We are still planning for a mid-January recruitment effort for hiring a new Bookkeeper.
- Brett Hill provided a basic training on online file sharing for Office 365 clients, of which the church uses. He explained the difference between One Drive, Share Point, and the new Microsoft program, Teams. The next step is to design the folder sharing structure, which the Office Assistant and Membership Development Manager are working on. I provided the governance structure to base the file structure on, and will monitor their progress. We hope to provide not only Staff, but all teams, with a file sharing structure that will retain information for the life of the organization.
- The Secretary of the Board relayed to me that a Congregant offered to donate to East Shore his timeshare in Whistler, BC. I met with the Congregant who explained the situation, provided written documentation of the lease and associated agreements, and his intentions. I did some preliminary online research, contacted the Management Office of the timeshare, and asked for guidance from congregant Craig Nelson, a real estate broker, and the Chair of the Financial Stewardship Committee, Claudia Hirsche. Initially, I recommended we list the timeshare as part of the Auction and drafted an advertising graphic to provide relevant information. The Chair of the Auction Team declined to offer the timeshare in either the live or silent offer because of the last minute ask and not enough time to properly relay all the information to the planned attendees. Consequently, I offered to show the owner how to post the timeshare opportunity on the East Shore Connections Facebook page to solicit a direct sale not involving the church. The Congregant declined, and East Shore is no longer pursuing taking ownership of the timeshare. Please see Appendix D for the full write up on this presented opportunity.

3. During the period of 2017-2019, will further enhance the prevailing level of trust through the further development of skills in right relationship, and growth opportunities offered in classes, workshops, trainings, worship, and ongoing support.

We will document the processes for transparency, right relationships, anti-racism, and religious tolerance in a behavioral covenant that is supported by all staff and a majority of voting members.

- Following the November Board meeting and further discussions with Executive Committee, I began researching legal resources to provide guidance to the Board regarding liability and due diligence. This was in response to the public allegations from a Congregant of supposed criminal activity at East Shore, as well as defamation of professional character of a Staff member. I spoke with an attorney from the claims department of Church Mutual Insurance Company, and with a non-profit organization specialist from Davis Wright Tremaine LLP. After consultation with representatives from the UUA, the Executive Committee reached the conclusion they were on the correct path to resolution, as well as documentation of the investigations of alleged activity, and did not wish to pursue further conversations with these entities at this time.

4. *By 2019, we will achieve membership growth (new members and retention) to sustain the church through increased generational and cultural diversity.*

- Social Media Metrics:
 - *Yelp for October:*
 - 16 User views
 - 1 person clicked through to the website
 - 1 person called
 - *Google My Business Report for October:*
 - 29,417 people found us on Google
 - 12 people called
 - 407 asked for directions
 - 164 visited the website
- I revised the Service Agreement, originally drafted by the Chair (Dean) of the Seabeck Team, to contract Guy Nelson as the “Artist in Residence and Presenter” during Seabeck Memorial Day Weekend 2018. I have emailed Guy a signed copy of the Agreement, and am awaiting his signature for the Agreement to be finalized.
- I revised the Service Agreement used by East Shore LIVE to contract with performers and artists for their next season of shows. Per the request of the Chair, I signed a WA Liquor License application for all four of their planned events for this fiscal year.
- The piano in the Sanctuary was tuned, and determined that a full restringing was not necessary. Thanks to Eric, the Interim Music Director, for finding a new resource for this work, and proactively investigating this pending potential expenditure.

6. *East Shore social and earth justice activism provides an opportunity to publicly live out our UU principles. In fidelity to these principles, we will measure outcomes each fiscal year to ensure the resources of our community are being leveraged most effectively.*

- The Facilities Manager and I met with members of the Climate Action Ministry and representatives from four mission/values aligned non-profits to discuss how East Shore could become the hub of environmental justice activity on the Eastside. These groups include 350 Eastside, Sierra Club Eastside, Citizens’ Climate Lobby, and CENSE. We listened to the needs of each group to better understand how East Shore could be of service. I also very transparently explained the tax implications of collaborating with outside non-profits, the other factors that are creating obstacles from achieving this collaboration, expressed my ideas about how a collaborative model could be designed, and next steps moving forward. The next steps include Facilities Team putting together a budget for the equipment to make E101 into a collaborative working space, and for me to submit to the Board a policy recommendation regarding “sponsorship”.
 - Prompted by this discussion, I drafted a policy recommendation to the Board for “sponsorship”. As the members of CAM continue to express urgency to enter into the collaborative agreements with these outside non-profits, I attended the Policy & Governance Committee meeting to present this proposed policy. We discussed the various aspects of the proposed policy, and I incorporated the feedback of the P&G Committee. The Finance Team also reviewed the proposed policy with no further edits made. **I request the Board review and approve the new policy on sponsorship, attached as Appendix E.**

7. *By 2019, we will develop a plan to reduce the environmental impact of our facilities and membership activities. We will also have plans for Emergency Preparedness.*

- I attended the Facilities Team meeting. We discussed the various Grounds projects underway, the gutters, dead Madrona trees on our property along SE 32nd St., the Spring Hall roof repair, the padlock

on the bollard behind Spring Hall, the proposed monitor on the balcony in the Sanctuary, the campus LAN project, and the security cameras project.

- The idea of the monitor on the balcony for the choir and others in the pulpit was discussed again. Feedback was received from the Choir via the Music Director. The Choir no longer feels the need for the monitor. Consequently, the project idea was terminated.
- ACE Co-Chairs installed the equipment for the local area network (LAN). We are awaiting the health recovery of the lead volunteer on the project to complete the programming of the equipment.
- Facilities Team voted to spend another \$1,500 to rent the lift equipment and pay the technician time of Advocated Telecom to troubleshoot the connectivity issues we have been experiencing with our lower parking lot security camera project.
- We received two bids for repair of the Spring Hall roof. One company, Oasis, was chosen because they are already familiar with dealing directly with insurance companies, their bid was ~\$1,500 less, and they are not just roof specialists, but full general contractors so could handle the interior repairs as well. The contract was signed with them, and they have repaired the exterior part of the roof to prevent further rain damage. We are scheduling to take care of the interior repairs.
- An incorrect padlock was placed on the bollard behind Spring Hall upon the departure of the Congregations for Homeless. This was a combination padlock that no one had the combination to. I had the guys repairing the Spring Hall roof cut it off, and we are replacing it with the proper designated padlock.
- Both PSE and Comcast are stating that they do not have any intention of pruning/removing the trees along SE 32nd St that interfere with the lines in the Right of Way. Comcast said their line was not affected by the tree(s). PSE said they moved everything underground, so the current wire that is being affected by the dead Madrona tree is not active and they have no intention of dealing with the tree. Further follow up is required with the City to see who will take responsibility of the trees affecting the Right of Way.
- The code for the Holly House shed was changed by the Caretakers, and the new code was passed along to the Chair of Grounds.
- Joseph, the Caretaker, was able to unclog the gutter on the SE corner of the Admin building, however experienced vertigo to clean out the rest of the gutters to prevent further clogging. I scaled the roof, cleaned the gutters and leaves from the roof. Unfortunately, the gutter still relogged with the falling leaves/needles. The Grounds Team was able to unclog it again, and cleaned the gutter thoroughly.
- Green compost bins were purchased for every bathroom on campus. Now that we are only purchasing kraft paper towels for the bathrooms, these can be composted rather than thrown into the garbage or recycled. This change will help to reduce the carbon footprint of East Shore. We are in the process of posting signage and stickers to communicate out this change. We will also include an article in the eblast and Beacon.

Respectfully Submitted,

Jason Puracal

Director of Finance & Operations

Appendix A: FY 2017/18 Oct Summary Income Statement

East Shore Unitarian Church
Monthly Income Statement - Summary
July to November 2017

Date : 12/12/2017
 Time : 5:12:31 PM

Accounts	MTD Actual (This Year)	MTD Budget (This Year)	MTD Budget Remaining (This Year)	YTD Actual (This Year)	YTD Budget (This Year)	YTD Budget Remaining (This Year)	Annual Budget (This Year)	% of Annual Budget Used (This Year)
Revenues								
Income - Donations	34,702	62,750	28,048	356,462	313,750	(44,712)	753,000	47.60 %
Income - Program Fee Pmts	1,185	500	(685)	14,045	2,502	(11,543)	6,005	233.89 %
Income - Fundraising Event Pmt	36,529	5,646	(30,883)	38,953	28,229	(10,724)	67,750	57.50 %
Income - Facilities Rental Pmt	10,737	13,280	2,543	81,293	66,400	(14,893)	159,360	51.01 %
Income - Dept Activities Pmts	1,920	6,747	4,827	27,485	33,734	6,249	80,961	33.95 %
Income - Other	1,178	3,950	2,772	46,529	19,748	(26,781)	47,394	98.17 %
Total Revenues	86,250	92,872	6,623	566,766	464,362	(102,404)	1,114,470	50.86 %
Expenses								
Payroll Expenses								
Wages	42,832	44,796	1,965	227,194	223,981	(3,214)	537,553	42.26 %
Payroll Taxes	2,571	3,382	810	16,698	16,908	209	40,579	41.15 %
Payroll Benefits	6,153	8,853	2,700	42,351	44,267	1,916	106,240	39.86 %
Total Payroll Expenses	51,556	57,031	5,475	286,244	285,155	(1,089)	684,372	41.83 %
Program Expenses								
Administrative Expenses	2,274	8,276	6,003	20,200	41,382	21,182	99,317	20.34 %
Facilities Expense	3,094	9,219	6,125	24,778	46,094	21,316	110,626	22.40 %
Business Expense	9,040	4,710	(4,330)	27,907	23,550	(4,357)	56,519	49.38 %
Office Expense	1,953	2,381	428	10,125	11,904	1,779	28,570	35.44 %
Fundraising Expense	5,874	1,542	(4,332)	7,137	7,708	571	18,500	38.58 %
Advertising & Marketing	295	243	(51)	857	1,217	360	2,920	29.34 %
Interest & Loan Expense	9,470	9,470	0	47,369	47,352	(16)	113,645	41.68 %
Total Administrative Expenses	29,726	27,565	(2,161)	118,172	137,825	19,653	330,781	35.73 %
Total Expenses	83,556	92,872	9,317	424,616	464,362	39,746	1,114,470	38.10 %
Net Total	2,694	0	(2,694)	142,150	0	(142,150)	0	0.00 %
Other Revenues								
Designated Revenues	18,097	0	(18,097)	82,575	0	(82,575)	0	0.00 %
Restricted Revenues	11,850	0	(11,850)	16,950	0	(16,950)	0	0.00 %
Revolving Revenues	0	0	0	0	0	0	0	0.00 %
Total Other Revenues	29,947	0	(29,947)	99,525	0	(99,525)	0	0.00 %
Other Expenses								
Designated Expenses	1,448	0	(1,448)	55,251	0	(55,251)	0	0.00 %
Restricted Expenses	0	0	0	5,000	0	(5,000)	0	0.00 %
Revolving Expenses	0	0	0	10,161	0	(10,161)	0	0.00 %
Total Other Expenses	1,448	0	(1,448)	70,413	0	(70,413)	0	0.00 %
Net Operating Total	31,193	0	(31,193)	171,262	0	(171,262)	0	0.00 %

Appendix B: FY 2017/18 Oct Balance Sheet

Date : 12/06/2017
Time : 11:29:54 AM

East Shore Unitarian Church
Balance Sheet
November 2017

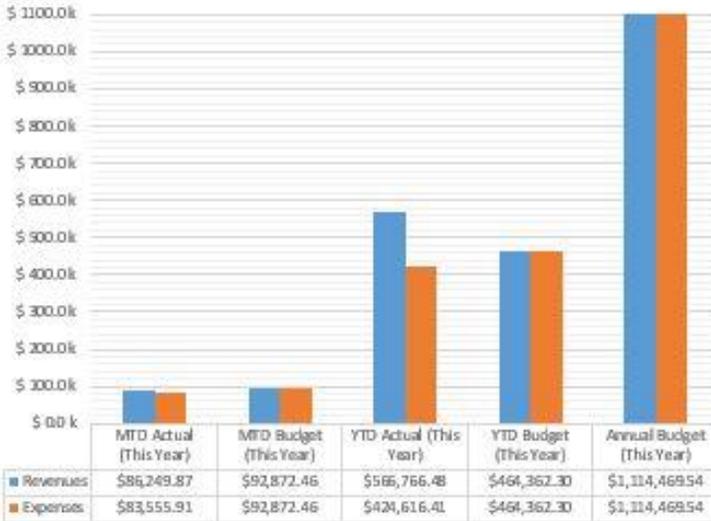
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Accounts

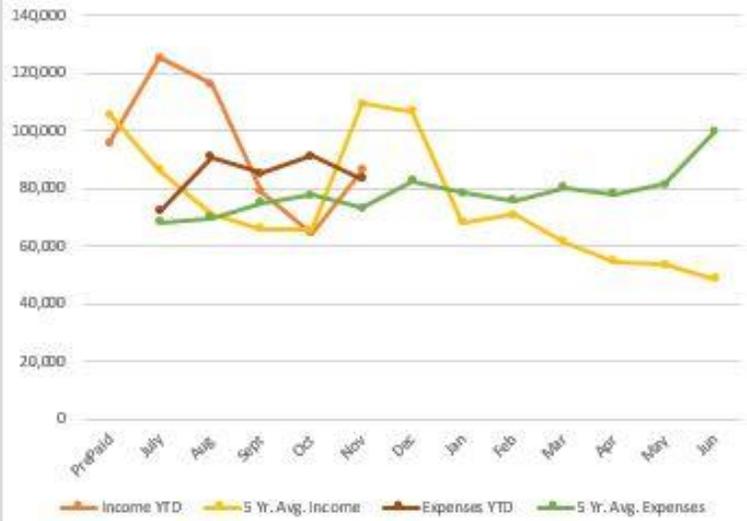
Assets		
Current Assets		
Cash & Investments		
1-1000 - Petty Cash	\$100.00	
1-1010 - Checking - Chase	\$94,431.18	
1-1030 - Brokerage - Schwab	\$69,130.55	
2-1010 - Checking - Chase	\$23,429.67	
3-1010 - Checking - Chase	\$145,104.46	
3-1040 - Endowment Money Funds - Schwab	\$17,257.28	
3-1070 - Endowment Investments - Schwab	\$1,308,821.60	
4-1010 - Checking - Chase	\$33,400.00	
Total Cash & Investments	\$1,691,674.74	
Other Assets		
1-1100 - Accounts Receivable	\$36.87	
Total Other Assets	\$36.87	
Total Current Assets		\$1,691,711.61
Contra Assets		
1-1600 - Building Loan Contra Account	\$849,085.01	
Total Contra Assets		\$849,085.01
Total Assets		\$2,540,796.62
Liabilities, Fund Balance, & Restricted Funds		
Liabilities		
Current Liabilities		
1-2010 - Second Sunday Collection Payable	\$265.00	
1-2110 - Wage Accruals Payable	\$14,322.48	
1-2160 - Other Payroll Deductions Payable	\$66.35	
1-2210 - Sales Tax Payable	\$2,394.70	
1-2500 - Building Loan - Current	\$76,200.00	
Total Current Liabilities		\$93,248.53
Long Term Liabilities		
1-2700 - Damage Deposits - LT Rentals	\$4,500.00	
1-2750 - Building Loan - Long Term	\$772,885.01	
4-2710 - Other Collections Payable - LT	\$11,450.00	
Total Long Term Liabilities		\$788,835.01
Total Liabilities		\$882,083.54
Fund Balance		
2-3000 - Fund Balance - Ministry	\$3,675.22	
2-3010 - Fund Balance - Membership	\$7,640.69	
2-3020 - Fund Balance - Social Justice	\$7,784.50	
2-3030 - Fund Balance - Lifelong Learning	\$8,797.09	
2-3040 - Fund Balance - Finance & Facilities	\$3,365.26	
2-3050 - Fund Balance - Market & Dev	\$2,328.27	
3-3000 - Fund Balance - East Shore Housing	\$42,818.02	
3-3020 - Fund Balance - Endowment	\$1,288,182.02	
3-3040 - Fund Balance - Facilities Reserve	\$18,627.49	
3-3050 - Fund Balance - General Reserve	\$90,143.37	
3-3060 - Fund Balance - Memorial Garden	\$4,088.79	
4-3000 - Fund Balance - Grounds	\$2,000.00	
4-3010 - Fund Balance - Gallery	\$8,000.00	
Excess Cash Received	\$171,262.36	
Total Fund Balance and Excess Cash Received		\$1,658,713.08
Total Liabilities, Fund Balance, & Restricted Funds		\$2,540,796.62

Appendix C: FY 2017/18 Oct Financial Charts

FY 2017/18 Nov Operating Revenues vs. Expenses



FY 2017/18 Cash Flow by Month



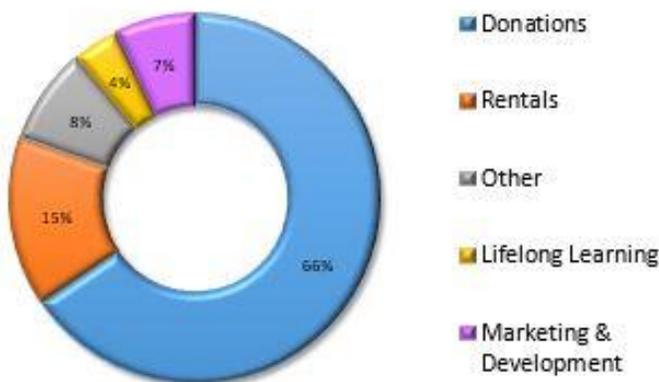
FY 2017/18 Nov YTD Operating Revenues



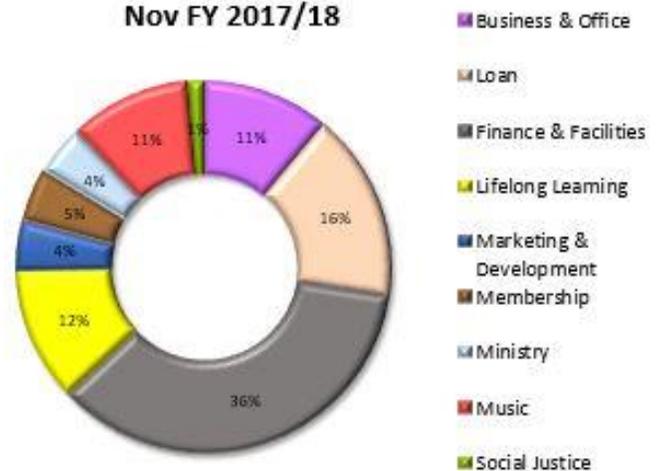
FY 2017/18 Nov YTD Operating Expenses



Income Catagorized YTD Nov FY 2017/18



Expenses Catagorized YTD Nov FY 2017/18



Appendix D: ESUC – Whistler Time Share Analysis

Background

Congregants David and Susan Womeldorff have offered to gift East Shore Unitarian Church their 1 week timeshare at Mountainside Lodge in Whistler, British Columbia, Canada. The Womeldorffs have stated they were unable to sell the timeshare, their children do not want it, and their grandson does not want it. They wish to no longer utilize or benefit from their rights to the property, gift it to the church, and are not attached with what happens to it afterwards (i.e. could be sold, gifted, rented, etc. by East Shore).

Property

Located in the heart of Whistler Village in BC, Canada, Mountainside Lodge is comprised of 90 residential strata-condominium units with typical hotel resort amenities including pool, restaurant/bar, fitness room, cleaning and laundry service. The lofts are approximately 550 square feet, 2-story, with living area, bathroom, kitchenette, and bedroom. The loft sleeps 4 with a queen-sized bed and the pull-out sofa.

Rights of Lease

The Womeldorffs own the lease rights to one (1) floating week during the Winter defined as weeks 1-17 and 47-50 during a calendar year. Weeks are reserved from Friday to Friday, starting 11 months in advance.

Term: 50 years, starting in 1996

Suite type: Studio/loft

Parking: one underground parking place is included

Fees: annual maintenance fees vary (2016 = CAN\$1,116.89, an increase of 9.9% from the year previous). Fees are all inclusive for owners (interior, exterior, housekeeping, property taxes, etc.)

Owners can use their weeks, gift to others, rent privately, or include in the rental pool operated by the resort management. If renting through the resort, foreign owners pay a 25% of gross revenue tax to the government, a 20% management fee, and \$70 per week housekeeping fee.

ESUC Options

Sell: the estimated fair market value for the timeshare lease is see APPENDIX A . The amount paid in 1997 was CAN\$16,906 including GST. Although the Womeldorffs were unsuccessful in selling the timeshare, it may be possible to find and contract a timeshare resell specialist, or to include it in this year's Auction for immediate sale. There is a CAN\$315 + GST administration cost to transfer the lease agreement.

Rent: rental rates vary based upon week, climate, and snow conditions. Peak months are February and March with rates ~CAN\$300/night. In April, rates are lower at ~CAN\$129/night. Assuming peak rates, and taking into account the maintenance fees, rental fees, taxes, and ESUC admin time, renting the timeshare would essentially result in a breakeven scenario.

Use: the location of the timeshare is close enough to ESUC that the unit could be held for use by East Shore, however the size would not lend itself to hold retreats without additional costs involved. Another option would be to include it in the Auction to raise money for East Shore on an annual basis. The risk being that the amount raised did not cover at least the maintenance fees. Yet another option would be to use the unit as a benefit for well performing staff. This would mean a guaranteed cost to ESUC for the annual maintenance, and additional ESUC administration costs for decision making and administration.

Recommendation

East Shore should attempt to immediately sell this asset through the 2017 Auction for ~\$1k-\$2k. If the timeshare does not sell, East Shore should decline to accept the gift. See Chair of Financial Stewardship Committee response in Appendix B.

APPENDIX A: email response from Craig Nelson

From: Craig Nelson [<mailto:craign7777@hotmail.com>]

Sent: Friday, November 3, 2017 3:32 PM

To: Jason Puracal <dfo@esuc.org>

Subject: Re: ESUC Timeshare Potential

Jason,

with all due respect to the Womeldorff's, I would decline the offer to accept this timeshare as a donation to the church. As far as I can tell, this unit has no clear value -- I did a little searching on the internet as well, and actually came up with a "comparable sale" at a price of Free!

<http://www.myresortnetwork.com/Timeshares-for-sale/Whistler-British-Columbia/Canada/Mountainside-Lodge/>

These timeshares come with a commitment to pay the annual dues, and with no apparent resale market, it's likely a liability rather than an asset.

There might be some value here, the resort is well-located in the heart of Whistler, and the 'floating week' that the Womeldorff's own is at least in the winter (peak/ski season). But having dealt with a couple of these things (I own a ski resort timeshare in Utah, and helped my Rotary Club sell one of these donated units over in Chelan) I would advise against getting into it.

It's one thing to accept an asset that has some clear value -- this does not.

Thanks for asking,

Craig Nelson

APPENDIX B: email response from Claudia Hirschey

From: Claudia Hirschey <claudiahirschey@comcast.net>

Sent: Tuesday, November 7, 2017 9:44 AM

To: Jason Puracal; ryam Hill

Subject: RE: ESUC Timeshare Potential

The only value this condo has is for a skier to be guaranteed inexpensive lodging (~\$100 US per night) for a week of skiing. The potential profit would be the amount the week could be rented for minus what the condo association takes would could be up to half and so the profit may only be \$100 per night or \$700 per year. So yes, kind of worthless.

My biggest fear is that a buyer at an auction may assume that this purchase has been somehow vetted because East Shore is hosting the sell. If anything becomes more complicated, more expensive, or doesn't work, the buyer may be really frustrated with East Shore. I say no to this.

Being an avid skier I would be tempted, if only we had another week's vacation available for more skiing. This one is purely an emotional buy. Maybe when we retire.....

Claudia Hirschey

East Shore Unitarian Church
Board Policy Recommendation Form

1. **Is your proposal for a new policy or a revision of a current policy? (Policies can be found on the church website esuc.org, About Us, Governance.) If for a new policy, please write a succinct draft of it and suggest a placement within the sections of the current policies. If for a revision, please list the current policy and the proposed language change(s).**
 - a. New Proposed Policy 2.1X (should proceed 2.16 where reference to “church sponsored events” already exists): Authority over Sponsorship
 - i. The Staff Leadership Team shall be responsible to coordinate and manage the formal relationship of “sponsorship” between ESUC and third party non-profit organizations to the benefit of ESUC and the communities the Church serves. Accordingly,
 1. The Staff Leadership Team shall assure a Sponsorship Agreement is in place for each relationship with an outside non-profit that is in accordance with this policy. Such an Agreement shall be in writing and include terms, dissolution, limitations, mutual benefits and responsibilities, and other provisions as necessary.
 2. The Staff Leadership Team shall assure Sponsorship agreements are in sympathy with the Church’s vision and mission and ministry.
 3. The Staff Leadership Team shall not be capricious in their decisions or actions while exercising authority under this policy.
 4. The Staff Leadership Team accepts being accountable to the Board in its oversight role for the decisions made and actions taken under this policy. Board approval required for all Sponsorship Agreements.
 5. The Staff Leadership Team shall especially be mindful of all existing ESUC policies and bylaws, including financial and campus use policies, when entering into Sponsorship agreements.
2. **What evidence is there that ESUC needs the new or revised policy? Please be specific and use data as much as possible. Provide any additional context or sources used, as needed to clarify your proposal.**
 - a. CAM has recently asked to allow four outside non-profits that align with their purpose regarding environmental stewardship and justice to utilize space at East Shore’s campus at no cost to the 3rd party entities. The Finance Team and Facilities Manager recognize three issues these requests highlight:
 - i. Further clarification regarding Department of Revenue’s (DOR) perspective of non-profit exempt versus non-exempt activities that ensure ESUC’s current property tax exemption status.
 - ii. A lack of definition of “sponsorship”, which corresponds to DOR’s interpretation of the tax code, within ESUC policies/bylaws that provide decision making authority and guidance of who has the responsibility for such contractual agreements between ESUC and 3rd party non-profit entities.
 - iii. Clear responsibility assigned to balancing the tension of support of ESUC group collaborative activities with outside 3rd party non-profits and anticipated rental income

- from the campus space. Additionally, the responsibility of setting priority for multiple requests of sponsorship by ESUC groups with outside 3rd party non-profits.
3. **Does the proposed policy comply with state/federal laws and ESUC by-laws?**
 - a. Embedded in the policy proposal is indirect reference to compliance of state/federal laws. To my knowledge, no Bylaw exists defining sponsorship. The most similar is Article IX. Public Witness Activities.
 4. **Are you submitting this proposal as an individual or as a member of a Board Committee, Core, or Ministry Team, or other group within the church? If as a member of any group, please confirm that the group has approved this proposal according to its charter by attaching a copy of the minutes where it was approved.**
 - a. Director of Finance & Operations
 5. **Your name and contact information:**
 - a. Jason Puracal, dfo@esuc.org
 6. **Group's name (if any):**
 - a. Finance Team, Facilities
 7. **Submitted to:**
 - a. Planned submission to the Board for Dec 2017 DFO Board report.
 - b. Presenting to Policy & Governance Committee during Dec monthly meeting
 8. **Date:**
 - a. 12/7/2017

Director of Lifelong Learning – Aisha Hauser

There are important updates to begin this month's report.

Felice Nightengale, RE Assistant will step down from her role on December 31. She has done an excellent job of streamlining the administration of RE, youth and OWL programs. I am very grateful to Felice for being in the role for over a year. She has done this while maintaining a full time job and this is no longer sustainable. Amanda Alice has agreed to take on the additional 10 hours and the role of RE Assistant starting January 1. I will work with Amanda on a comprehensive job description that will include her RE responsibilities for 30 hours of her time and she will continue the 10 hours per week as office manager.

Coho Kids finances will be closed out. The best estimate based on the final numbers is that East Shore will have made \$2,750. There are four families with outstanding balances. Since we are not in debt as a result of this program, I decided not to follow up with these families. It will take more staff time without any guarantee it will result in a payment.

The RE program is steady with this past month many of the children and youth are involved in pageant preparation. Walter Andrews and Sunshine Glynn are again directing one of our most creative RE services of the year. A huge thank you to them!

Marcy and David Langrock have been leading an OWL parent group at the same time the youth OWL class meets. This has been enormously helpful for the parents as they express their gratitude to talk about sensitive topics, as they didn't have that opportunity when they were younger. Thank you to Marcy and David for leading this important program. The high school and kindergarten-first grade OWL programs will begin in the new year. Amanda Alice will lead a team of adults to teach high school OWL.

The Right Relations Task Force is requesting that the board discuss changing the task force to a ministry team of the board. This is an important ministry of the congregation that is just beginning. The Team would support the work of the mediation team. Applications are now available for people to apply to become part of the Right

Relations Mediation Team. Applications are due on January 1. We will ask the Board to vote on the chosen group at the January board meeting. We would announce the Team at the January 21 service.

The attendance numbers for RE last month are not complete due to the pageant rehearsal and multigenerational services. Here is what we do have:

October 22- 34 (no OWL)

October 29- No RE-multigenerational service

November 5- 65

November 12-45 (no OWL)

November 19- No RE-multigenerational service

Respectfully submitted,

Aisha Hauser, MSW

Liaison Reports

Personnel Committee - Jerry Bushnell

Personnel Committee Report to Board of Trustees

For Consent Agenda:

Approve new feedback form, previously was for congregant to staff feedback, the form has been changed. It is now written so that it can be used for staff to congregant feedback as well as congregant to staff

Approve the procedure related to the feedback form

Approve new wording in personnel manual, section Q. Termination of Employment, allowing personnel committee members to delegate for exit interviews, this is necessary because of the small number of people on the personnel committee

Attached documents:

- Feedback form
- Procedure for handling feedback form
- New wording for exit interview process

Informational:

The personnel committee is working on a yearly work completion calendar to

- a. Review UUA benefits guidelines prior to selection of staff health plan for each year, and report to finance committee
- b. Review UUA compensation guidelines, compare to current staff salaries, and report to finance committee during budget process

Jerry Bushnell

ESUC Congregant to Staff/ Staff to Congregant Feedback Form

The purpose of this form is to provide a way **for feedback to staff and congregants to be documented and used constructively by the Board of Trustees and the Staff Leadership Team.** Email form to pc@esuc.org or give to a [Personnel Committee member](#).

Please state which of our 7 UU Principles may be applied when reviewing this Feedback.

Summarize your feedback, intent and purpose

Please summarize the actions you have taken to work with the staff member **or congregant** to resolve your concern by being as specific as possible including names and dates:

Have you spoken to the involved **congregant** or staff member(s) and their supervisor or not? If not, why not?

Please give your contact information including address, email and phone number:

Are you a member of the Congregation?

Please sign here: _____

Date: _____

Copy will go to: Personnel Committee, staff member's supervisor 12/17

DRAFT ESUC Congregant to Staff/ Staff to Congregant Feedback Procedure

(Approved by BOT 12/XX/2017)

It is assumed that most conflicts can and will be resolved by efforts on the part of individuals and groups at East Shore. This procedure applies to interactions of congregants and staff that have not been able to be resolved by the individuals. It is in place to fill the needs of the congregation and staff until a Right Relations covenant and team are in place.

Its purpose is to gather and document unresolved issues between ESUC staff and congregants and refer them to the appropriate party for resolution. The scope does not cover conflicts between staff and between minister and staff, as these are covered in other ESUC policies. If a conflict arises that the Personnel Committee considers beyond its purposes, scope or skill level, it may refer the matter to the Board of Trustees or Right Relations team.

Congregant and Staff Member should first speak to each other, using right relations methods to the best of their ability. If the issue remains unresolved, the staff member's supervisor should be approached and attempts made for resolution. If the issue remains unresolved, this feedback procedure can be used.

Steps

1. Contact is made by a congregant **or staff member** to a Personnel Committee member or referred by Board or Staff.
2. Personnel Committee member triages the feedback by screening for: a) if congregant **and staff member** have spoken to each other, **and the staff member's supervisor**, and b) if there is an identified issue. The Personnel Committee member will remain impartial and maintain right relations to the best of their ability. We are not providing mediation or counseling. If a congregant **or staff member** have not gone directly to each other we will encourage them to go direct or take someone with them of their choosing. We will refer the congregant and/or staff member to other lay leaders, staff, pastoral care, **the Right Relations team** or other agreed upon party to better meet their needs, if appropriate.
3. The Personnel Committee member works with **congregant and staff member** to collect feedback in writing by paper or email and screens it for completeness including objective language and identifiable topics. A Congregant to Staff/ **Staff to Congregant** Feedback Form has been created for this purpose.
4. The entire Personnel Committee reviews the Feedback Form at a meeting or electronically.
5. After review, the Personnel Committee forwards copies of documentation to **both parties** and the **staff member's supervisor**. Copies are forwarded to the Board when a member of the Staff Leadership Team is the staff member.
6. Personnel Committee reports all feedback to Board in a confidential, aggregate and non-identifying report once a quarter.

A copy of the feedback form should go into the employee's file. Staff's supervisor and Board would use this information in performance feedback discussions with their respective reports.

The Personnel Committee would notify the Board immediately of any congregant feedback that becomes more frequent than 3 times on the same issue from different congregants.

Situations not covered by this procedure:

- Any violation of federal, state, or local laws such as sexual harassment, or stealing, would be handled according to those laws and applicable ESUC policy which may require a separate procedure.

Summary of Earth & Social Justice Activities

East Shore Social Justice Ministry Teams – November 2017 Report

ANSWER Nepal

The ANSWER Nepal Ministry Team held a planning meeting to begin organizing events for 2018. Besides hosting (after updating) our display board, planned events will include interviews of sponsors in the Beacon/website, and a presentation about Trevor and Jenni Hall's trip to Nepal. In light of the new monetary policy, this may have to be off-site.

Our data keeper, Cathy Barich reports that 40 East Shore members and friends currently sponsor 42 students. Historically, 50 students have been sponsored by 47 members and friends. Submitted by Margaret Hall.

Beloved Racial Justice (BRJ)

The Beloved Racial Justice Team sponsored the film “Promised Land” on November 18, a social justice documentary on the Duwamish and Chinook tribes, their fight for restoration of their treaty rights, and what the federal recognition process says about indigenous sovereignty today. Attendance and enthusiasm were excellent. The November 12 “Conversation About Race” was facilitated by Jose Garcia and focused on the meanings of, implications of, and responses to the term “People of Color.” Flash Stances were held at Bellevue, Issaquah and Kirkland. The Education Team met on November 8, and the Action Team met on November 19. The Team has adopted a new logo. Submitted by Louise Wilkinson.

Climate Action (CAM)

For November:

- CAM hosted a community meeting for CENSE (Coalition of Eastside Neighbors for Sensible Energy).
- There was a CAM steering committee meeting on Nov. 6.
- CAM sought and the Executive Committee approved an endorsement by East Shore for Citizens Climate Lobby's carbon fee and dividend proposal.
- Some members of CAM met with Jason and Dianne on Nov. 15 about a plan for collaboration with outside environmental/climate action groups about using East Shore facilities.
- The Nov. 15 meeting was followed up by a meeting on Nov. 30 with four different environmental/climate groups and East Shore (Jason, Dianne, and CAM) on the same topic.

Submitted by David Chapin.

Congregations for the Homeless (CFH)

Congregations for Homeless (CFH) October/November report: as you can see from the attached/forwarded CFH headquarters monthly tallies, they're a few months behind; so, Eastshore will be able to expect the accurate summary of men served, men transferred to step-up housing &c. in January '18.

Meanwhile we can report on detail of expenses for Eastshore CFH for October (to include food supplies, toiletries, soap/shampoo and incidentals) which will also include remitting to Medical Teams Int'l the \$600 stipend we underwrite to support the half-day DENTAL VAN. In communications with our accountant Chris Edwards, who has diligently been in communication with Jason Puracal, our "final" tally of expenses is \$1254 surplus, deducted the \$600 dental van stipend for final CFH remainder in our account of \$654.

Given our expenses, and significant switch in Eastshore's accounting system, ending the month in the black is amazing, in no small part due to these partner churches:

Given we've had Woodinville UC donation of ~\$450, and the annual Northshore UC support of \$1000.

Bellevue Presbyterian was generously in their support by both purchase and assembly of two weeks of lunch sandwiches for the men. Of course, St Andrews Lutheran continued to rally their members to contribute 13 hot dinners/sides for our homeless single men guests.

We have sent both E-mail and written thanks to all of our partner churches for their vital help in support of our one-month annual ministry for the homeless men here at Eastshore. There is no reason to expect less support from either of the two partner churches above next year. In addition.

Average attendance overnight sleepers in Spring Hall was ~ 29 men. (More accurate tally in January '18)

Acknowledgement and thanks to our team of CFH for 2017: Peggy Phillips, Dean Dubofsky, Chris Edwards, Lisa Traynor, Ralph Lutz, Milly Mullarkey, Nicole Duff, Dianne Upton.

Submitted by Den Kerlee, Eastshore Co-leader CFH 2017; (Other Co-Leaders: Peggy Phillips, Dean Dubofsky, Chris Edwards, Ralph Lutz, Lisa Traynor)

Crossroads Meals Nothing to report for November. Submitted by Laurie Wick.

Food Bank No report submitted.

Earth and Social Justice Coordinating Council (ESJCC)

The Earth and Social Justice Coordinating Council members participated in the Right Relations Workshops. As a follow up they plan to contribute Covenant Language to the Right Relations Team for an all church covenant and to do some practicing of the methods learned. The screening of the *Promised Land* documentary and follow up panel was a success with 65 in attendance, some from outside of East Shore. The film director and producer, the Duwamish Tribe chair, and a Chinook Nation member were on the follow up panel and two other Duwamish Tribe members were in attendance. The next day the Duwamish members attended our church service and two stayed for the potluck and conversation. They invited East Shore members to their art and craft show the following weekend, and several East Shore members participated in that.

The Council supported the UUSC Guest at your Table collection throughout November. December 3rd was the final day for envelopes and boxes to be returned to East Shore. However, late donations will still be collected and sent to UUSC. Online donations can be made directly to UUSC at any time.

The Council worked collaboratively with Elaine on the Holiday Appeal Letter to fund East Shore's emergency support budget and Hopelink's early intervention case management program. In addition, the Council is hosting an All ESJ Team Gathering on December 3 after the worship service. At this event, ESJ teams will be sharing their purposes and actions in relationship to the 7 UU Principles by building a circle of justice together and participating in mixed team conversations, followed by cake and conversation.

We appreciate the many years of earth and social justice work that retiring Council members, Marilyn Mayers and Susan Morrisson, have given. Some potential candidates are in process to sustain our membership. The Council continues to work with staff and church teams to coordinate ESJ calendar scheduling and balance within our church offerings for winter and spring. Submitted by Ann Fletcher

Good Start Back to School No report submitted.

Holiday Giving Tree

In November we put up the tree and hung tags, stood by it on Sunday mornings to encourage the congregation to take a tag, and then logged in the gifts as they were returned. Submitted by Janet Fleck and Kathie Moritis (co-chairs).

Partner Churches/Khasi Hills No report submitted.

P-Patch Nothing to report for this month. Submitted by Ann Fletcher.

Second Sunday Share the Plate

At its November meeting, the Second Sunday/Share the Plate Ministry Team selected United for Puerto Rico (Unidos por Puerto Rico) as the January recipient, an organization suggested by the Climate Action Ministry Team. The Team also added two new members: Beth Houghton and Molly Clark. Submitted by Jane Sisk.

Women Helping Women (WHW)

WHW met early in the month to review progress at Lake Hills Elementary. Tutoring is going well in the classrooms as well as support in the library. The Sophia Way's winter shelter is now open and needs twin-size blankets; they are being collected in a barrel in the Admin Building. WHW will provide granola bars for the women's Christmas boxes. We decided to support the UUSC-vetted project, Women for Peace, at the January 21st Women's Perspective meeting.

At a second meeting in November, WHW members shared a potluck with women from MAPS, MCRC, Imam Center, and the Ahmadiyya Muslim Community. We discussed ongoing projects at the various organizations and then focused on the January 21st event. It will be a dessert event which will include presentations from MCRC and the Ahmadiyya Muslim Community Center. The focus of the event will be on Women for Peace with a slide presentation and a "free will" donation to be used for Rohingya refugees. Submitted by Laurie Wick and Lynn Roesch, co-chairs.

Holly House Taskforce – David Baumgart

Holly House Development Task Force – Board Liaison Report, David Baumgart

The HHDTF met on Monday, Dec 11 to review the status of the RFP that was issued, December 1, to 20 different organizations. 16 of these org's are focused on affordable housing. For each of these org's, Jason followed up with a phone call or email.



We are now beginning to receive questions and we are compiling a FAQs section on our website which also includes a hyperlink to the downloadable RFP .pdf:

<http://esuc.org/connection/member-groups/holly-house-development-task-force/>

The task force reviewed the questions received, to date. We also discussed what additional actions would be appropriate, to insure our property is adequately marketed to org's and brokers who focus on market rate sales of property. For example, in addition to the distribution of the RFP's, we also placed a notice in the Seattle Times, Real Estate section, that the Holly House "*property was available for both Affordable & Market Rate developers...*" This notice ran on two weekends – Dec 2 / 3 and 9 / 10.

The task force has set Jan 31 as the due date for responders to our RFP. In January, we will be establishing the weighted criteria that will serve as a guide for evaluating the various responses we may receive. We agreed to include a "Floor" of \$1 million in net proceeds within the FAQs (see Interchange with Habitat for Humanity, below). This aligns with our Ends Statement, 1.2

RFP Process is On Track

Our task force is grateful to Jason Puracal, DFO, for his significant and timely effort to keep our RFP process on track, aligned with the schedule of milestones that were included in our board presentations in October and November. We continue to proceed "on track" to reach our goal of being in a position for the annual congregation meeting in June to review the "final" proposals.

Our members currently include: Dave Baumgart, Lee Dorigan (recording secretary), Seth Hamilton, Marcy Langrock (chairperson), Benjie Langrock, and Jason Puracal.

Our professional liaisons include: Abbie Birmingham, Craig Nelsen, Bob Weiss, and Lee Winstrom.

Consent Agenda: The task force recommends (unanimously) that Bob Weiss be approved as a member of the task force. Bob was a co-leader (with Lee Dorigan) of the previous Holly House task force, and has volunteered to once again serve on the new task force; this time as a member. Bob would become the 6th adult member of the task force. We are hoping to recruit at least one more member to our task force.

Interchange with Habitat for Humanity:

Question 3 Habitat for Humanity CEO Gail Luxenberg emailed: "*...we suggest that East Shore Unitarian Church share the risk and do what the City of Seattle and others have done to encourage development for low income homeowners. Since City of Seattle has made a commitment to serve low income families they have provided all the reporting:*"

- Survey the site,
- obtain an arborist report,
- do a geotech survey,
- get information on the infrastructure including water, gas and utility lines, and
- provide architectural renderings.

...so that those costs are not incurred multiple times by various bidders

We discussed this suggestion and several members expressed their might be some merit to this suggestion. Lee took an action item to discuss this suggestion with Craig or Abbie.

In a follow-up phone call with Jason, Gail Luxenberg asked if a \$600,000 offer would be in the ballpark for our consideration. After a discussion, our task force reached consensus that a realistic floor for offers that would meet our financial requirements would be a minimum of \$1 million. Jason took an action item to provide this information to HFH. He has included this "floor" amount in our FAQs.

Jason also responded via email: "*Your proposal will be shared with the Holly House Development Task Force, who is meeting this coming Monday. The Board will also be advised, and they meet again on the 19th of Dec.*"

Note: In a further exchange of emails with Habitat For Humanity, their CEO informed that they would decline further consideration of the Holly House Property specifically because of the \$1 million minimum requirement.

Please let me know if you have any questions, suggestions, or concerns.

David Baumgart

Appendix - Right Relations Task Force Charter

RIGHT RELATIONS TASK FORCE CHARTER

Name

- What is the name of your group?
- Right Relations Task Force (RRTF). The RRTF proposes that it become a board committee and that a Right Relations Mediation Team be created in addition.

Purpose

- What is the purpose of your group?
- The East Shore Board of Trustees commissioned the RRTF in June of 2017 to explore approaches to bringing Right Relations ideals to East Shore Unitarian Church (ESUC). Two tasks toward this end are creating a Right Relations Team and developing a Right Relations covenant for all church members to sign. The RRTF then team will introduce, maintain and practice skills into ESUC to build a loving, trusting and healthy congregation. This will be done using national UUA Right Relations guidelines and local church models.
- How is your work related to one or more of our Seven Principles?
- Our work is related to all Seven Principles. However, the first three are most related as follows. The inherent worth and dignity of every person will be enhanced by those using and those impacted by right relations. Justice, equity and compassion in human relations will be enhanced by right relations. Right Relations promotes the acceptance of one another and encouragement to spiritual growth in our congregations.
- How does your group connect with East Shore's Mission and Vision?
- The RRTF was formed after the new mission and vision were adopted and RRTF is directly responsible to the mission and vision.
- What are your specific goals for the next year? How will you measure your goals?

The two most important goals of the RRTF are to become a team and establish a mediation team and to generate a covenant that will be signed by each church and _____ staff member. Other goals are to establish trainings and provide mediations. Each of _____ these will be tracked on a time and cost line.

Group Structure, Leadership & Decision-Making

- Where does your group fit into East Shore's organizational structure – as a Board Committee, Ministry Team or Core Team?

- The RRTF asks to be a Board Committee as the Right Relations Team. The RRTF also asks to establish an additional Right Relations Mediation Team.
- What are the minimum and maximum numbers of participants? To ensure community representation, no fewer than five members is recommended.
- There are four in our current group. We recommend six for the mediation team to allow for partners and diminish burnout.
- What are the leadership roles and responsibilities within your group?
- Aisha is our advisor, staff liaison and a fabulous cook. Louise is our president and leads meetings, writes text, generates ideas and liaisons with the professional community in the field of right relations. Mary handles communications, networking within the church community and writes text. Lee is the secretary who keeps the minutes, liaisons with the board and writes and reviews text. All of us support trainings in their details, from planning to cooking to sound.
- How are leaders determined, and what are their term limits
- Leaders were determined by group consensus. No term limits exist as we serve at the pleasure of the board.
- What, if any, are the term limits for your members?
- Have not decided.
- How are decisions made in your group (consensus, majority vote, officers, quorum needed)?
- Decisions are made by consensus.
- How are members recruited and oriented?
- RRTF was chosen by the BOT. RRTF has established an application process for the Right Relations Mediations Team. That process includes an application and application review by the RRTF
- What, if any, qualifications are required for membership or leadership.
- Members must Have significant professional experience in interpersonal communications and facilitation and commit to RR Guidelines
- How does your group communicate and collaborate with the larger East Shore community?
- RRTF puts on workshops, writes for the Blast, emails and emails.
- What position on your team is authorized to approve communications publicized by Staff? Mary Anderson is the Communications representative.
- What types of decisions are your group authorized to make?
- The RRTF is authorized to build a Right Relations program at ESUC

- What kinds of recommendations, if any, do your group make and to whom (Board, Minister, Staff, congregation)?
- The RRTF recommends and presents workshops. It recommends processes and plans to the board
- What is the expectation for longevity of the group and the plan, if any, for disbanding the group?
- The RRTF serves at the pleasure of the board and recommends to the board that it become a board committee.

Finances

- Will your group present a budget proposal to the Budget Team?
- RRTF will come with a budget increase proposal to the next board and come with an annual budget request in June.
- If the Operating Fund is unable to grant the full amount of your budget request, will the group reduce its expenses or do its own fundraising?
- The RRTF members may make individual donations to the work.
- If your group plans to do fundraising, please describe how it will go about this.
No current plans.
- In the past, we have charged for a training.
- What kind of decision process exists for how money is used?
- Consensus
- Which position on your team is authorized to approve team expenses?
- Consensus
- Does your group have the need for a Prudent Reserve (funds set aside to hedge against a contractual liability)? If so, how much and what for?
- No contractual liability