

East Shore Unitarian Church

Meeting of the Board of Trustees,

May 2018 – Version 2.2 Board Packet

Table of Contents

Table of Contents	1
Preparation Notes and Agenda	2
Minutes of Last Board Meeting.....	3
President’s Report – <i>Jack Slowriver</i>	10
BOARD POLICY RECOMMENDATION REGARDING DISRUPTIVE BEHAVIOR 5-7-18.....	11
May 2018 Finance - Treasurer Report – <i>Ryam Hill</i>	15
Interim Minister’s Report – <i>Rev. Elaine Peresluha</i>	16
Social Justice Ministry Team Reports	21
Director of Finance & Operations – <i>Jason Puracal</i>	23
Appendix A: FY 2017/18 April Summary Income Statement	33
Appendix B: FY 2017/18 April Balance Sheet	34
Appendix C: FY 2017/18 April Financial Charts	35
Appendix E: Jason Puracal Resume 2015	36
Appendix F: Proposed Budget Fiscal Year 2018/19.....	37
Director of Lifelong Learning – <i>Aisha Hauser</i>	40
Liaison Reports	42
Nominating Committee – <i>Connie Hirnle</i>	42
Policy and Governance Committee – <i>Ann Fletcher</i>	43
Personnel Committee - <i>Jerry Bushnell</i>	45
Holly House Dev. Taskforce Board Liaison Report – <i>David Baumgart</i>	48
Right Relations Taskforce Board Liaison Report – <i>Mark Norelius</i>	50
Final Covenant for Annual Meeting from Right Relations Committee – <i>Louise Wilkinson</i>	52

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
May 15, 2018

Board Host: Uzma

6:45 Social Gathering

7:00 Opening Words, Chalice Lighting

Uzma

7:05 Check In/ Guest introductions

All

7:15 Approval of Consent Agenda

All

7:30 ESUC covenant of Right Relations

Mary

7:50 Disruptive Person policy

All

8:15 IDI assessments

Elaine

8:30 Adjourn to Executive Session

Minutes of Last Board Meeting

ESUC Board of Trustees

Draft

Minutes

April 17, 2018

Minutes, Leadership Reports, Consent Agenda:	Com. + Board Liaison Reports Consent Agenda:
April Board Agenda + Upcoming Events	Proposed policy Regarding Disruptive Behavior
Minutes of Last Board Meeting – March 20	Nominating Com Slate of Candidates-Connie Hirnle
Board President's Report – Jack Slowriver	P&G Charter Tracking Table – Ann Fletcher
Finance – Treasurer’s Report – Ryam Hill	Personnel Com BL Report – Jerry Bushnell
5 Year Financial Strategic Plan – Claudia Hirschev Appendices A & B	HH Dev Task Force Update – David Baumgart
Interim Minister Report-Rev Elaine Peresluha & Membership + Communications Report ES Social Justice Ministry Teams March Report	Appendix C - Spreadsheets for 5 year Financial Strategic Plan – Claudia Hirschev
Director, Finance & Operations – Jason Puracal Appendices A&B – Income Statement, BS FY17/18 Appendix C - Financial Analysis / Charts	Multi-Timelines for ESUC Board Sponsored Projects - Dave
Director, Lifelong Learning – Aisha Hauser	

East Shore Unitarian Church

Board of Trustees Meeting Agenda – April 17, 2018

Board Host: Dave

6:45 Social Gathering

7:00 Opening Words, Chalice Lighting Tom

7:05 Check In/ Guest introductions All

7:15 Representative from Right Relations Group Mary Anderson

7:30 Approval of Consent Agenda All

7:45 Right Relations and BRJ Discussion Paul and Jack

8:05 Budget discussion Ryam

8:15 Five Year Plan Claudia

8:30 Policy Regarding Disruptive Persons Jack

8:40 Executive Session: Adjourn to Executive session

Upcoming Events for Your Calendar

- May Exec Council – May 1
- May Board Packet items due Thurs, May 10 by noon: email to Dick Jacke (Volunteer 1)
- June Beacon Board Buzz due Wed, May 9 by Dave??: email to Nicole Duff
- May Board Meeting May 15; Uzma is host.
- Sunday Svc Announcement 4/22 Jack, 4/29 Marcy, 5/6 Dave, 5/13 Jerry, 5/20 Marcy, 5/27
xxx

Opening Words – Dave’s reflection – When it Counts, you can Count on East Shore

Dave recalled how 40+ folks, members of East Shore’s congregation – came together to help Earl Fleehart and his daughter Alex, and son Randy with the logistics for the reception and memorial for Pat Fleehart, April 14. This included dozens of food items, ushering, setup, kitchen service, and cleanup. Dave spoke of one lady, recovering from hip surgery and rehab, who struggled to attend the memorial service, dependent on crutches, but found a way to bring in two home-made loaves of delicious banana bread.

Check-in - The board of Trustees includes David Baumgart (secretary), Paul Buehrens, Jerry Bushnell, absent-Uzma Butte (Vice President), Tom Doe, Ryam Hill (treasurer), Marcy Langrock, Mark Norelius, and Jack Slowriver (president). 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: Mary Anderson, Claudia Hirschey, and Den Kerlee.

Housekeeping items: upcoming hosts, announcers, etc.

We need a Board member to deliver Sunday Service Announcements May 27.

Representative from Right Relations – Mary Anderson

Mary passed out a hard copy draft covenant to the board. She stated: *“We are not satisfied with our draft covenant and are going to continue to re-work the covenant to be more aspirational and values driven.”* The covenant will reflect service to our mission and vision.

There was also a discussion of the work of Pam Orbach – our newest consultant helping the RR Task Force and the Board establish a robust culture of Right Relations and Restorative Justice. (see Board vote documented in consent agenda to retain Pam for the engagement beginning in April). For more information – queries may be sent to Louise Wilkinson, Mary, or Mark.

Review of Board Agenda + Consent Agenda - (see content of Board Packet - all Board members are expected to review the entire Board Packet prior to the Board Meeting) - Jack asked if anyone requested to move items from the Consent Agenda to the Discussion Agenda. No items were moved

Approval of Consent Agenda - All

There was discussion centered on Jack’s proposal to issue a clear statement opposed to racism and discrimination.

Jerry moved and Marcy seconded that we approve the Consent Agenda. Motion passed.

Consent agenda major topics (see Appendix 1)

- Right Relations Consultant, Pam, was retained by unanimous Board vote (via email, April 2).

From Treasurer’s Report:

- Financial Stewardship Committee: *(met on April 10)*
 - Tom Doe presented an update on the OFD.
 - Working to finalize the Endowment Charter. We will wait until we receive legal input before creating the final revisions for approval.
- Budget Team: *(met on March 27)*
 - Continuing to update draft budget scenarios. There were still many more numbers needing updating, which is in progress. We also discussed possible alternate income sources.
 - We will have another Budget Town Hall May 6th after service.
 - Deadline for mail out of budget in voting packet: May 18 (2 weeks notice)
 - Annual meeting and presentation/vote: June 3.
- Treasurer Position: I will be ending my Treasurer position at the end of this year, not next. This is the normal duration of the Treasurer position.

From the Interim Minister’s Report:

- We are requesting that the Board designate Del Lawrence as a life member. Please note that in accepting the consent agenda Del will become a life member of East Shore Unitarian Church.

From the report of the Dir of Finance & Operations:

- Per the request of the Interim Minister Contract Negotiation Task Force, I am requesting the Board to approve an accrual of projected expenses for severance of the Interim Minister, \$21,217. This amount includes salary & housing, retirement contributions, insurance premiums, and payroll taxes.
- I drafted the contract with the Development Minister and received feedback from the SLT.
- I completed an application for pro bono legal services from Way Find. I have not yet submitted the application, as it requires an application fee of \$100.

Slate of Candidates from the Nominating Committee. (Board Packet)

Letter from Beloved Racial Justice Team - Jack

Jack passed out this letter from Louise Wilkinson (BRJ team) for the board’s consideration to be included in the board packet. This letter is included in the Board Packet immediately following the President’s Report.

Board right relations Summary – Paul and Jack

Paul developed a lengthy statement, summarizing the Board’s acceptance of Right Relations principles, but Jack was concerned that it might be too long and suggested an alternative in his board report (board packet page 8). The UUA Commission on Institutional Change:

“Anti-oppressive best practices should be the standard of practice for all leaders of the Association, paid and unpaid, especially those who are helping congregations navigate new ways of leadership such as regional staff and interim ministers. All such leaders should also understand the role of healthy conflict. These gate-keepers are essential to ensuring the conditions in which religious professionals of color and other professionals from marginalized groups can succeed in the UUA’s white-centered culture.”

There was a discussion about moving forward with Jack’s recommended approach.

Jerry –moved we accept this statement. Marcy seconded. He also suggested a monthly follow-up to review our progress.

Elaine suggested that we define some tangible steps. The letter from the BRJ would be a good start. She also stated that if the board amplifies something then that empowers the staff to move forward.

Mark stated he would like to see Julica Hermann de la Fuente’s rubric which can be used as a metric to reveal progress or lack thereof. *[Note: the Board adopted this rubric at the board retreat last July.]* Jack acknowledged that we have not made much progress with regard to this metric. Mark asked what we should do differently on a go forward basis so that we can make progress. Ryam suggested that more members of the board should take the BRC (Beloved Racial Conversation) sessions.

Paul referred all of us to the letter from BRJ which included 4 statements that the board should seriously consider. He was all in favor – this is the work we should be doing. Jack stated Hallelujah. This is the “potluck” – the main dish. **The board voted, unanimously to adopt the statement and to move forward as outlined in that letter.** Please refer to Appendix 2 for the full text of the statement sent out to the membership and the full text of the 4 recommendations from the Letter received from Beloved Racial Justice. Jack provides the Sunday Service announcements on April 22 and he will highlight this action.

Mark reminded everyone that the board (and Dennis Fleck) is invited to meet with Pam and encouraged all of us to meet with her. April 18, 7pm, the room is TBD.

Lee stated that she would like to see the whole church take the position that we are anti-racist. Aisha repeated Jack’s recommendation to read the report on Institutional Change.

Budget Discussion – Ryam and Jason

There will be one more budget meeting this month. We are getting most of the inputs needed to know exactly what the budget amounts will be for each of the scenarios. The Budget team and OFD team have agreed to set \$735K as the goal for the new fiscal year.

Jason – we do need to know how much Right Relations will be requesting in the next year. If the OFD pledge drive is at least \$650K, it appears we would be about \$8500 short of the budget scenario wherein all salaries are at the UUA recommended midpoints and funding for all the ESJCC requested dollars.

We are consulting an attorney to resolve “Way Find” questions related to rental income and related costs.

The Holly House fund still has \$42,000 – and Jason recommends that most of those funds could be re-purposed and applied to the operating budget in our next fiscal year. He suggests retaining \$10K in case costs are incurred to support the current rental of the Holly House to Sophia Way.

The various budget scenarios assume that no proceeds will occur in the next fiscal year from the sale of Holly House property.

The next Budget Town Hall is scheduled on May 6 at 11:30am

5 Year Financial Strategic Plan – Claudia Hirschey, Chair of Financial Stewardship

The current version of our strategic plan was presented on Sat, April 7, to the church leaders at our “First Saturday” discussion. This plan is in the Board Packet this month. Claudia acknowledged a lot of effort was required by her, Jason, and Ryam. Claudia’s presentation was based on separate presentation summary notes that were handed out to the members of the board.

The spreadsheets on pages 41 and 42 assume the mortgage is paid off from the proceeds of the sale of the HH property.

Lee moved, Mark seconded – the Board moved unanimously to adopt the 5 Year plan as revised.

(HSA, 9 Board ends, strike the HH paragraph.)

New Policy – Regarding Disruptive Behavior – Jack

The Right Relations Task Force has not yet reviewed or accepted this new policy. Jack and Ryam pointed out that this just gives us a place to start and it will likely be tweaked or revised over the next several months. During discussion, it was noted that our policies have a significant gap about the appropriate processes for members who's behavior is disruptive, but does not warrant being considered for removal from our membership.

Paul moved and Dave seconded that the new policy be referred to the P&G Com and RRTF for review, feedback, and comment to be brought back to the May Board meeting. In the meantime, the new policy will be listed as "Draft" and included in the Board Packet. The Board approved the motion. There was one dissenting vote.

Executive Session – Jack Slowriver (President)

At 8:40pm, we adjourned to Executive Session. All of our visitors exited the meeting.

Our board meeting ended about 9:50pm. Our next board meeting is May 15, 2018.

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

OPEN ACTION ITEMS: DAVID BAUMGART HAS REPLACED THIS SECTION WITH A PLANNING DOCUMENT THAT IS AVAILABLE UPON REQUEST. THIS PLANNING DOCUMENT IS INCLUDED AS THE FINAL DOCUMENT IN THE BOARD PACKET AND ENCOMPASSES 9 DIFFERENT TIMELINES OF PROJECTS THAT ARE SPONSORED BY THE BOARD.

Appendix 1

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

Right Relations Consultant, Pam, was retained by unanimous Board vote (via email April 2).

From Treasurer's Report:

- **Financial Stewardship Committee: (met on April 10)**
 - The committee reviewed a right relations covenant, HHD task force update, and the Five Year Financial Strategic Plan presentations.
 - Tom Doe presented an update on the OFD.
 - I reported that Jason and I had met with Craig, chair of Endowment, to clarify the changes needed to the Endowment Charter. Jason also contacted a lawyer to answer some questions prior to us finalizing the Endowment Charter. We will wait until we receive the lawyer input before creating the final revisions for approval.
- **Budget Team: (met on March 27)**
 - The budget team met March 27th and reviewed another more updated draft of the budget scenarios. There were still many more numbers needing updating, which is in progress. We also discussed possible alternate income sources.

- Jason and I reviewed input from the two Town Halls that we offered this month. We will have another Town Hall May 6th after service, so we can share a more detailed closer to final budget with the members.
- The Budget team *tentative* timeline will be
 - Budget Team meetings:
 - April 24
 - May 22 (if necessary)
 - Town Halls:
 - May 6th will be another and final Town Hall to explain the hopefully final budget.
 - Final meetings/approvals from FS, FT and BoT in May on 8, 10, 15 respectively.
- Deadline for mail out of budget in voting packet: May 18 (2 weeks notice)
- Annual meeting and presentation/vote: June 3.
- **Treasurer Position:** I informed Connie, chair of the Nominating Committee, that I would be ending my Treasurer position at the end of this year, not next. This is the normal duration of the Treasurer position, but I had originally extended to try to help with the transition of a new minister and new Board president. However, due to the ongoing stresses of dealing with members, I finally felt I no longer wanted to continue.

From the Interim Minister’s Report:

- We are requesting that the Board designate Del Lawrence as a life member. Please note that in accepting the consent agenda Del will become a life member of East Shore Unitarian Church.

From the report of the Dir of Finance & Operations:

- I attended a meeting with the President and Secretary to provide a financial model for assistance in negotiating the Interim Minister contract conclusion dependent upon the Developmental Minister potential. Per the request of the Interim Minister Contract Negotiation Task Force, I am requesting the Board to vote to accrue the projected expenses for severance of the Interim Minister in the amount of \$21,217. This amount includes two months of salary & housing, retirement contributions, insurance premiums, and payroll taxes.
- I drafted the contract with the Development Minister and received feedback from the SLT. I have sent the revised contract draft to the Personnel Committee and Financial Stewardship Committee with request to provide feedback directly to the Treasurer as Chair of the Developmental Minister Search Task Force.
- I completed an application for pro bono legal services from Way Find. I have not yet submitted the application, as it requires an application fee of \$100. Prior to paying this fee, I would like to have a conversation with someone from the organization about the potential for their attorneys to address the specific questions the Finance Team has. This phone call is pending.

Please see Slate of Candidates from the Nominating Committee.

Appendix 2 - Statement on Anti-Oppression Work

The Board has adopted the following statement, widely distributed on April 19 through an “email blast,” the ESUC website, and ESUC Connections (FaceBook):

Dear East Shore Members & Friends,

Recognizing that anti-oppression work is central to achieving our mission, the Board of Trustees unanimously approved the following statement in last night's meeting:

The Commission on Institutional Change recently released their [Findings Related to the Southern Regional Lead Hiring Decision, Spring 2017](#). This group was appointed to "identify and propose redress issues of structural racism within the UUA." There are a number of important findings, but the one most relevant to ESUC is as follows:

"Anti-oppressive best practices should be the standard of practice for all leaders of the Association, paid and unpaid, especially those who are helping congregations navigate new ways of leadership such as regional staff and interim ministers. All such leaders should also understand the role of healthy conflict. These gate-keepers are essential to ensuring the conditions in which religious professionals of color and other professionals from marginalized groups can succeed in the UUA's white-centered culture."

Additionally, ESUC has adopted Board Ends the last two years that urge East Shore to be more inclusive and make efforts to be a be an anti-racist congregation. Specifically, in 2017/18, the Board stated that "we will make measurable progress moving our congregation from a multi-culturally aware congregation to anti-racist as defined by Julica Hermann de la Fuente, with specific attention to Lifelong Learning, pastoral care, and theology." de la Fuente's framework is a little buried on the internet but [can be found here](#). It is a link that is embedded in the first bullet point under the "Preparing Your Congregation" section of the document. There are a lot of great resources on the teach-in page.

The Board of Trustees at East Shore Unitarian Church recognizes that we have not made sufficient progress in becoming an anti-racist congregation and thereby wish to publicly state our commitment to a more courageous and urgent approach to anti-racism at ESUC.

Sincerely, Jack Slowriver, President Board of Trustees

Jerry moved and Marcy seconded that the Board move forward with the statement (above) and the following four action items. The Board unanimously approved this motion.

Excerpt from April 17 letter from Beloved Racial Justice Team:

As you evaluate how the Board and East Shore can most effectively support this position, as well as our principles, ends and mission, we invite you to consider the following points:

- 1. We urge you to explicitly support the Seventh Board End: "We will make measureable progress moving our congregation from a multi-culturally aware congregation to anti-racist as defined by Julica Hermann de la Fuente, with specific attention to lifelong Learning, pastoral care, and theology."*
- 2. We ask that you advertise that the future of East Shore depends on its authentic stance for justice and on its appeal to diverse members of the community. Clarity in these areas will enhance its vibrancy and position East Shore as a partner and haven in our diverse community, attracting those hungry for a congregation living these values.*
- 3. We suggest that you highlight the importance of spiritual growth in our congregation, encouraging the membership to do the deep work of self-recognition, building emotional resilience, practicing compassion for others, and committing to that which is higher and larger than ourselves. This growth can be accomplished with compassion and trust using Right Relations and Restorative Justice to lovingly acknowledge truth, embrace challenge, and address conflict, creating a vital unity that serves the real values of this church.*

- 4. We ask that you leverage our principles to support our commitment to address the original race-based sins of this nation. The future of our faith and our country depend on people like us having the courage to no longer live quietly complicit with systems of privilege and oppression that benefit white people at the expense of people of color, and to act to dismantle those systems.*

END OF MINUTES

President's Report – Jack Slowriver

President's Report – May 2018

Hope is the thing with feathers

That perches in the soul.

And sings the tune without the words.

And never stops at all. – Emily Dickinson

As I wrap up my term, there's not much time for reflection because there's still so much to do. I am working to wrap up loose ends and prepare for the annual meeting. Since I've already asked for feedback about the agenda for the annual meeting, I thought it could go into the consent agenda without much controversy. Here it is:

Establish quorum

Introduction – appoint parliamentarian/brief description of Robert's rules protocol

Approval of minutes from 2017-18 annual meeting

Approval of 2018-19 operating budget

Holly House development vote

Appreciation of outgoing officers, OFD team, lay leaders in general

Election of officers

Installation of new and continuing Board members

Appreciation for Elaine and announcement of next steps

Closing words, adjourn

As you know, I have been working closely with Elaine and the Policy and Governance Committee to draft a Policy on Disruptive Persons. I'm including the draft approved by the Policy and Governance Committee as well as the dissenting opinion as addendum's to this report. This will be an agenda item as it requires discussion.

BOARD POLICY RECOMMENDATION REGARDING DISRUPTIVE BEHAVIOR 5-7-18

Rationale

While openness to a wide variety of individual perspectives and beliefs is one of the prime values held by our congregation and expressed in our denomination's purposes and principles, we affirm the belief that our congregation must maintain a secure atmosphere for safely expressing beliefs and opinions. When someone threatens the physical or emotional well-being of an individual or the community as a whole, the source of this threat must be addressed firmly and promptly. Any consequences for disruptive behavior, including loss of membership and exclusion from the premises and church activities will follow the Bylaws and Board Policies.

Definition

Disruptive behavior can be any one or more of the following:

1. Actual or perceived threats to the safety of any adult or child;
2. The disruption of church activities;
3. Diminishing appeal of the congregation to its potential and existing membership and staff.

Considerations

To aid in evaluating a disruptive incident, these points will be considered:

- DANGEROUSNESS – How much of a threat or perceived threat to persons or property has occurred?
- DISRUPTIVENESS - How much interference with church functions is occurring or has occurred?
- OFFENSIVENESS - How likely is it that prospective or existing members or staff will be driven away or bring legal action?

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

- CAUSES - Why is the disruption occurring? Is it a conflict between the individual and others in the church? Is it due to a professionally diagnosed condition of mental illness?
- HISTORY - What is the extent, if any, of disruption caused in the past? Is there a pattern of

disruptive behavior?

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

Procedures and Processes

The following shall be the procedures and processes of East Shore Unitarian Church (ESUC) in dealing with disruptive behavior:

1. If an immediate response is required, this will be undertaken by the Minister, the Director of Lifelong Learning, or the Director of Finance and Operations (these three leaders are hereafter referred to as the Staff Leadership Team or SLT). If an SLT leader is not available, then a lay leader, such as a Board Member, Committee or Ministry Team Chair, will take action. This action may include asking the person or persons exhibiting disruptive behavior to leave the area or suspending the meeting or activity until such time that it may be resumed without disruption. If further assistance is required, the Police Department may be called. Anytime any of these actions is undertaken without the SLT, a member of the SLT must be notified; a follow-up letter detailing the disruption and the action taken should be distributed to the SLT, the Board President, and the appropriate restorative justice group,
2. Situations not requiring immediate response will be referred to the Board as per Bylaw Article V Section E (5), which will ask the people involved to engage in a restorative justice framework, The restorative justice group will respond in terms of their own judgment observing the following:
 - a. Use agreed upon church covenant as acceptable behavior.
 - b. Treat all people involved in a disruptive incident with respect, avoiding stereotypes and maintaining confidentiality.
 - c. Use a restorative justice model, or similar framework to evaluate and facilitate resolution of concerns. The goals are to preserve and restore relationships and to benefit the community as a whole.
 - d. Meet with people involved in the disruptive incident in order to collect necessary information, determine the LEVEL of RESPONSE, and decide to whom the case should be referred.
 - LEVEL ONE –Identify ways that the issue can be addressed and damage

to relationships can be repaired and for the good of the community as a whole. Referrals might be made to the Minister, Pastoral Care Team, the Right Relations Facilitation Team, or similar resources.

- LEVEL TWO regarding NON-MEMBERS: exclude the individual from specified church activities for a limited period of time. Provide them with reasons for exclusion and conditions of return.
- LEVEL TWO regarding MEMBERS: Refer the issue to the Board, recommending revocation of the membership so that the person may be excluded from specified church activities for a limited period of time. Provide the Board with reasons for exclusion and recommend conditions for return. Copy the individual prior to any Board hearing.
- LEVEL THREE regarding NON-MEMBERS: exclude the individual from the premises and all church activities permanently. Provide them with reasons for exclusion, the parameters of the exclusion, and consequences for violation, and any recourse.
- LEVEL THREE regarding MEMBERS: Refer the issue to the Board, recommending revocation of membership, so that the person may be excluded from church premises and all church activities permanently. If the Board decides to accept the recommendation, the individual shall be informed of the exclusion, consequences of violation, their rights and any possible recourse. See Bylaw Article V Section E (5).
- LEVEL TWO and LEVEL THREE action taken may be appealed by a non-member to the Board by making a request in writing explaining why reinstatement is appropriate.

NOTE: This Policy will require that an additional section* be added to the Board Policies as follows:

1. Ends
2. Staff Leadership Team Limitations
3. Governing Process
4. Board-Staff Leadership Team Relationship

5. Member Responsibilities Toward Each Other and Staff*
6. Review of Policies and Governance Cycle

The Disruptive Behavior Policy would be 5.1. Other policies about Member relationships such as a Right Relations Covenant could be added over time to this section.

Disruptive Behavior Process Recommendations – Dissent to Policy Recommendation

1. There is no good reason for establishing a new type of policy beyond the four that already exist in the Board's policies. These policies are governance documents, and while disruptive behavior is a concern in the congregation it is not in itself a governance issue. There is precedent for including detailed matters in processes or procedures rather than in the policies themselves in Policy 2.4 on Treatment of Staff which requires written guidelines be established and followed on personnel matters.
2. The Bylaws already sanction a process informed by a restorative justice framework for dealing with disruptive behavior. This suggests that elaboration of that process would be a better course than creating a new policy.
3. If further justification for the process were sought, the current Policy 2.3 could be strengthened with an additional paragraph such as:

“Accordingly, the SLT shall not fail to develop and apply a written process to address disruptive behavior of members, friends, visitors, and congregants. This process shall include a rationale, a definition of disruptive behavior, considerations for evaluating and responding to disruptive behavior, and the procedures involved, including references to the responsibilities of the SLT, Restorative Justice groups, and other church leaders or members. The Board shall approve this process.”
4. The detailed process document could contain most of the content currently included in the draft document, Procedure Regarding Disruptive Behavior 5-2-18.

Submitted by Dick Jacke, May 4, 2018

Dick's arguments have merit. Policy based governance resources such as the Daniel Hotchkiss book, Ministry and Governance, do not recommend an additional board policy section dealing with member relations to other members and staff. They do recommend that policies remain at a high level rather than outline delegated procedural details. Thus, a written process referred to in our current Bylaw about disruptive behavior is a better way to provide the needed procedural details without having to change policy structure or qualities.

I acknowledge the sense of urgency to strongly address behaviors that have been hurting people and our church. If the Board thinks that a new and more procedural type board policy will better address

this issue than a bylaw-linked written process, the Board could judge the standard policy structure and qualities inadequate to the needs of the church and alter them.

In any case, P&G members are in agreement on the content of the document. The dissent is whether it should be a written process or a new board policy. The Board would approve either.

Submitted by Ann Fletcher, May 5, 2018

May 2018 Finance - Treasurer Report – Ryam Hill

Items below in bold need Board review and approval. The rest are consent agenda items.

- **Financial Stewardship Standing Committee:**
 - The FS Committee met on 5/8/18.
 - **The committee reviewed the FY 18/19 budget presented by Jason and approved it and recommends that it be approved by the Board.**
 - **As feedback from the Budget Town Hall this month, I asked the Finance Committee to discuss holding a forum for sharing opinions and ideas related to the June vote for either affordable housing or for market rate. The committee supported the idea. Tom Doe and I are bringing this idea to the Board to get input on this idea.**
 - **Elaine proposed that the congregation not pay its final dues to the UUA and instead donate to BLUU at the \$10/member or \$4520. The FS Committee approved this and recommends it be approved by the Board.**
 - Tom Doe presented an update on the OFD, as well as his ideas for an ES growth plan.
 - Sue Yates attended the meeting and is exploring membership on this committee. If she does, she needs to be approved by the Board, as this is a standing committee. Bill Culverwell asked to resign from FS, but continue on Endowment where he believes his expertise lies. Due to other changes, this committee could soon be severely need more members. I reported this to Connie as nominating committee chair, so they can help recruit.
- **Finance Team:**
 - This month's finance meeting is scheduled for later in May, after this report is already due.
 - The Endowment Charter will be reviewed and any changes/updates made to continue to move this process along. If it is able to be completed, it will be added to this packet for approval and final re-review by the Policy and Governance Committee.
 - I will remain an ongoing member of this core team when I leave the Treasurer position.
- **Budget Team:**
 - The budget team met April 24th and reviewed a final version of the draft budget. Due to the shift to a year-round operating fund drive, the target pledge which the budget is based on will need to be reviewed monthly for indications it will be met or that other adjustments will be needed. Additional money could come from a second ask, reserves, new income, new member pledges or the Endowment.
 - Jason and I presented another Budget Town Hall on May 6th. We distributed printouts and did a quick review of the budget, plus answered questions.
 - The Budget team timeline is
 - Final approval from the BoT in May on 15.

- Deadline for mail out of budget in voting packet: May 18 (last week day prior to 2 weeks)
- Annual meeting and presentation/vote: June 3.
- **Developmental Minister Task Force**
 - The Task Force continues to communicate via email while awaiting any applicants.
 - I continue to contact Keith Kron weekly to check in. We have no applicants at the time of writing.
 - The new FY budget and other planning is based on having a new developmental minister by August 1st. If that does not occur, alternate arrangements must be made for ministerial coverage. Also, since Elaine's last day is June 14, alternate coverage for the summer should be in place by then.
- **Treasurer Position:** I am very pleased that Marcy Langrock will be the new Treasurer, if the slate is approved at the June vote. I have met with her as part of transferring responsibilities and will be available for ongoing questions and support, if needed. I am confident she will do a stellar job.

Interim Minister's Report – Rev. Elaine Peresluha

MAY 2018

This is my final report to the Board. I will complete an annual report and submit it to the Board and Nicole for the congregational meeting. My annual report will summarize our last year together and bring closure to our interim ministry. There is also an online form for me and the Board to complete that summarizes and assesses our time together. This evaluation form will serve as a bridge between this ministry with your developmental ministry. You will need to decide on a process for collating information at our Board meeting and designate a person to complete the form. The form is due to the Transitions Office off the UUA by June 15, 2018.

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 Team 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.

(See Ryam and Jason's reports.)

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**

The work with Pam Orbach continues. The need for achieving a cultural shift at ESUC is acute as demonstrated by the current anxiety and reaction to the operational decision to return to two services. My experience of the culture here is individualist vs communal. Most members prioritize their own comfort and needs vs prioritizing based on what is best for the community. That creates competitive and conflicting priorities. That potential for competition and conflict whenever a decision is made generates a primal mistrust that initiates anxiety whenever a change is announced or sensed. The reaction at the Coffee and Conversation about the announcement of two services, no developmental ministry application and the assumption that ESUC has been labeled "broken" was very predictable, and consistent with past reactions. There is a quick reaction, a need to blame someone, followed by arguments about who to blame for what.

The conversation at the membership meeting on the Monday following that gathering further exemplifies the member's distrust of decision making by the SLT or staff to implement the Board's vision and achieve your ends. The Board will need to work with Pam to identify the most effective means to clarify the governance structure, the nature of policy based governance, and role clarification for the Board, staff and members in that governance model. That governance structure, i.e.: "how we do things", needs to be written and spoken, honestly, directly and respectfully whenever anything is decided. Every Board members needs to keep repeating, "As per our policy based governance, this is an operations decision made by the SLT to implement our ends." Or, "That is a Board decision that fulfills our mission and our ends." You can add, "We will be reviewing and modifying our ends at the Board retreat. You can have input into the formation of those goals or on any other Board oversight decision by coming to a board meeting or by communicating needs or opinion to the board in writing or in person on Sundays."

In order to create trust, it is imperative that ESUC members are familiar with and understand their governance structure, how to access information and how to communicate with the Board. The board needs to clarify over and over again the role of oversight, the role of operations and how members are empowered by the PBG model.

Much of the reaction to PBG relates to size differentiations. The people who are dissatisfied with the policy based governance prefer the committee structure and the way that members control decision making, access authority and participate in oversight and operations via the committee structure. It is hard for them to appreciate that the large size of East Shore makes that system inefficient, cumbersome and time consuming. The committee structure is designed for small congregations who cannot afford staff. Committee structures work well with non-paid volunteer staff. When a congregation outgrows the committee structure governance model communication is an issue because in a committee structure communication is dependent on a few people who are in the know to be the communicators. Those communicators have power and authority that is meaningful and satisfying to them. In a large congregation members do not have the same access to information or the capacity to know and communicate everything that is going on in the same informal style that is effective in a congregation of 250 members or less. The communicators loose power, authority, meaning and purpose when committee structure changes PBG to accommodate more staff and larger membership.

It may be helpful for the board to offer additional congregational events for conversation and education in addition to the 1st Saturday Coffee and Conversation gatherings to communicate governance and size information to help lower the anxiety in the congregation.

- ***Stable staff (paid / unpaid) to appropriately meet the needs of the church***

I have no significant changes to from last month's report as written below:

ESUC continues to be understaffed for the expectations for support requested by members, teams and committees. Currently we have vacancies on several teams and committees and a low number of members responding to volunteer requests for programming other than RE. With a lack of member volunteers, the load on staff increases. Also, most staff are managing tasks and responsibilities that are not commensurate with their experience and competencies. Nicole and Dianne are affected the most by this tendency. Nicole and Dianne's availability to manage website, member programming development and rentals, is affected by their need to tend to administrative tasks that could be handled by office volunteers or additional hours for an office assistant.

The goals have been to have staff compensated equitably at the same mid-level for a Midsized III congregation. We have not achieved that yet and probably will not with this year's operating budget. East Shore is very close

to becoming a large congregational (50 members) which will raise the bar higher for those compensation levels. So appropriate staffing levels and maximizing time and talents of staff is directly proportional to the health of the operating budget. We are functioning as is, and there is need for improvement.

- ***Sustainable Finances and preparation for an external audit***

OPERATING FUND DRIVE as of 5/8/2018

Pledges: 111

\$: \$277,984.08

EFTs: 49

Heard from 117

- 2 waivers
- 5 no's (1 resigned, 1 moved & resigned, 1 taking a step back, 1 is 99 years old)
 - Total of \$9,500

Of the Yes's

- 20 decreased for a total of \$24,211.96
- 48 stayed the same
- 32 increased for a total of \$13,371
- 11 new members or people who didn't pledge last year for a total of \$9,364

Currently – if all those remaining who pledged last year maintain their current pledge it would be for \$348,537.56 which would bring our total to \$626,521.64

The One on One conversations are collecting important data for Nicole to enter into our member data base. The conversations are generating new awareness of pastoral care needs, people opinions. Level of satisfaction as well as programming feedback. People are enjoying the conversations and visiting stewards who have completed their assigned calls are asking for more. It is a very positive and effective process for communicating.

Prior to my departure I will train Nicole to train more visiting stewards and we will design a process for continuing the calls and development of a year-round pledge process. The sign-up for continuous monthly Electronic Transfer of funds has not been as robust as is necessary to eliminate an annual OFD. With more marketing on the personal and institutional benefits and needs for monthly accounting Nicole may be able to inspire more members and friends to sign up for monthly payments. If in two years East Shore has not achieved 75-80 % of its pledges being automatic, monthly EFT you will have to reconsider the year round pledge process.

I am proposing that the Board decide to not pay the UUA the final payment of your 2017-18 budgeted dues and instead contribute that money to Black Lives of U.U.'s. Any pledge to BLUU of at least \$10.00 per member given by May 30, 2018b will be matched by an anonymous donor. There is approximately 2500.00 left in the UUA dues account. Of the \$4520.00 pledged to BLUU, some could be taken out of the dues in this year's budget and part of the dues could be a budget line in the 2018-19 budget depending on the most financial goals and priorities. The dues to the UUA could be adjusted by Board vote on tonight's budget

o=to be reduced by the amount pledged to BLUU, we would need a vote for that pledge amount at this month's Board meeting to meet the May 30th deadline for the matching grant.

(See Jason's report for additional financial information)

- ***Policy-based governance is fully implemented and accepted***

See above comments and last month's report as repeated below:

The Board and membership require continuous reinforcement of the role clarification between oversight and operations. By laws and policies need creation and adoption to fully implement the structures of policy based governance. The P&G team is doing a remarkable job of reviewing and implementing charters which will help affinity groups, core teams, ministry team, core teams and board committees understand and operate with in their spheres of oversight or operations. Only with the alignment of policies, and by laws will those roles be adequately clarified and enforced. This will be an important goal of the developmental ministry. It will take time and discipline. Each time the board makes a decision on operations it weakens the governance model. Each time the staff makes a decision not adequately supported by the board or by policy the understanding and use policy based governance is weakened. Over time, with adequate clarification and reinforcement the different roles within the governance structure become easier to recognize and fulfil, making decision making, communications and policy adherence much easier and efficient. Staff and member roles in leadership will become easier and more fulfilling. That is the goal of policy based governance. People get to do more of what inspires them and they are passionate about.

3. 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.

There remains a preference to separate spirituality from social action, and a sense of silos which people can participate in rather than a holistic, integrated understanding of the mission statement. Spirituality remains something someone gives and someone else receives, not an appreciation of personal practice of Love, spirituality, communal orientation rather than an individual orientation and promoting justice. Most members do not have a spiritual grounding for approaching life, or a spiritual lens through which they view their life and others.

4. 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.

The Board and staff will need to remain vigilant in consistently correcting the communication of partial information and misinformation. You will have to strengthen your linkage with the members of the congregation hosting multiple town hall meetings, amplify your presence and availability at coffee our etc. Use every opportunity to communicate the nature of policy based governance, right relations and enforce accountability in all areas, while continually clarifying roles within that structure. I see this as the primary foundational need for your develop and fulfillment of your goals. The Board will have to consistently hold people accountable for remaining in covenant once the covenant of Right Relationship is adopted and have clear process and consequences for people who are out of covenant. This will need to be communicated simultaneously with the

vote to adopt the covenant so people know what it means to be in covenant or out of covenant and the process for reconciliation.

You will need to continually refer to and connect the congregation with the UUA's call for congregations to continually work to become anti-racist congregations centering from the margins and continue to offer programming that communicates how that is accomplished.

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

I encourage the board to review the PRRI report on religion in America and the Huffington Post article on Millennials and religion. <https://www.ppri.org/research/american-religious-landscape-christian-religiously-unaffiliated/>

https://www.huffingtonpost.com/entry/millennials-and-religion-a-new-perspective_us_59480034e4b0961faacbe57c

Millennials view religion as irrelevant to their lives and hypocritical to the morals and values they feel connected to. For churches to attract young adults and millennials they need to demonstrate authenticity and progressive, inclusive, values that are relevant in the lives of millennials living in an increasingly multicultural, technologically focused world. ESUC will need to be educated on the trends noted in both studies to create programming and worship that will attract new members.

Communications & Membership Metrics

Worship Numbers:

2017/18

April 1: 175 (Easter)
April 8: 115 (Khasi Hills Service)
April 15: 115
April 22: 126
April 29: 147
May 6: 132

2016/17

April 2: 154
April 9: 246 (Bob's last Music Sunday)
April 16: 148
April 23: 165
April 30: 120
May 7: 205 (White Supremacy Teach-in with Robin D'Angelo)

Membership Numbers:

Current Membership: 445
Visitors who have filled out forms in April: 5
New Member Class Participants: 11

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.

I have not received the ESJCC report on ministry team activity. [added, below, on May 14. Dave]

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.

(This continues to be an ongoing priority of facilities management and ESJCC. See Jason's Report)

Social Justice Ministry Team Reports

ANSWER Nepal Ministry Team Report

The ANSWER Display Board was re-designed and we provided publicity about our Sponsors' Presentation on May 20, with Jenny and Trevor Hall.

The Nepal Ministry leadership team met April 30. At this meeting we completed detailed planning for the May event and we approved a set of Right Relations Guidelines for our Ministry team.

Submitted by Margaret Hall.

Beloved Racial Justice (BRJ)

Beloved Racial Justice sponsored a Conversation About Race on April 8 focused on white culture, and how it can invisibly shape our thinking and actions. Jose Garcia illustrated some of the differences between "I" culture and "we" culture. On April 13, BRJ sponsored the showing of the powerful Winona LaDuke Ware Lecture video. LaDuke challenges viewers to take action to support Native American rights and the environment. BRJ held four Flash Stances in April, in Bellevue, Issaquah, Kirkland and Bellevue. These are designed to encourage people from other churches and communities to join us in this work, and to remind the larger East Side community that we remain committed and our Black Lives Matter work is far from done.

Submitted by Louise Wilkinson.

Climate Action (CAM)

- The CAM steering committee meeting was on April 2.
- CAM put on a breakfast discussion on April 15, again using the book Drawdown as a basis for the discussion. The topic was Transportation.
- On April 22, CAM put together the Sunday service in celebration of Earth Day. The featured speaker was Sarah van Gelder. Sarah also put on a reflection hour following the service.
- During April, CAM was also planning future events, including a collaborative event with other climate groups entitled "Moving Eastside Cities Toward Climate Action" to be held on May 19 and an intergenerational story hour with Paul Cheoketen Wagner to be held on June 17.
- CAM is also working with Jason to implement the new sponsorship guidelines, initiating the sponsorship process for 350 Eastside.

Submitted by David Chapin

Congregations for the Homeless (CFH)

Congregations for the Homeless has completed the majority of its work at East Shore for this year. Its only activity will be to attend the monthly Congregations for the Homeless meeting. In June or July, the Ministry Team will begin to organize for the following October.

Submitted by Dean Dubofsky.

Crossroads Meals

Crossroads Meals continues to provide up to 60 destitute people at the Salvation Army on the first Monday each month. There is a rotating group of approximately 15 volunteers.

Submitted by Pam Monger.

Earth and Social Justice Coordinating Council (ESJCC)

The Earth and Social Justice Council met with Sara So to learn more about the Health Care Initiative and plans to have the I-1600 Petition available at the ESJ Table in the church foyer for church members to learn about and sign. Others who have knowledge and energy around this initiative are being encouraged to participate as well. The Council has approved a majority of the ESJ Team charters and is working with the other teams to complete theirs. The Council hosted the Fostering Interfaith Relations on the Eastside (FIRE) potluck dinner on April 22. It was very well attended by a variety of faiths. Panel members from different faiths spoke about their beliefs and actions, and they answered audience questions. Rev. Elaine represented East Shore Unitarian Church on the panel very ably! The Council is making plans to sponsor and participate in an upcoming ERIC meeting on June 5. Council members have been providing materials and talking with people at the ESJ Table in the church foyer on Sundays. They encourage all ESJ teams to provide literature and invite them to use the table to promote their activities.

The Council began revising their Covenant by dividing it into norms and Right Relations Standards. They hope to complete their Right Relations documents in May/June. The Council is working on plans for encouraging and coordinating advocacy within East Shore's Earth and Social Justice networks. The Council will be looking at models of how they best fulfill their purpose and goals in the future.

Submitted by Ann Fletcher.

Food Bank

The Food Bank team collected food donated by East Shore members during the month and delivered it to the Hope Link Food Bank. Submitted by Ann Fletcher.

Good Start Back to School

The Good Start Ministry Team only operates in the summer, so there is no report to submit for this month. Submitted by Jenny Hall.

Holiday Giving Tree

In January, the Giving Tree held its last meeting until September 2018. There is nothing to report this month. Submitted by Janet Fleck and Kathie Moritis (co-chairs).

Partner Churches/Khasi Hills

The KHMT created a successful church service April 8 on based on our rich, long-term partnerships in Transylvania and the Khasi Hills. Our KH team met April 22, spending most of the time on Right

Relations work and revealing some very helpful information for all of us. Doug Strombom wrote our Charter, taking comments from the rest of us. We are preparing for August's Trinkets & Treasures sale to pay for teachers' salaries at the Friendship School. In September a group of pilgrims from East Shore will travel to the Khasi Hills for the annual celebration of the founding of Unitarianism there some 130 years ago. Submitted by Barb Clagett.

P-Patch

Several Work parties in April have accomplished weeding, blackberry removal and clean up of the green house. A load of compost has been delivered. Starts are growing in the green house in preparation for the Plant Starts Table in May 6. This event will combine starts from the church P-Patch and the home gardeners. Donations collected at this event will go to a plant/food justice non-profit yet to be determined. Several new members are working on plots at the garden, and the garden will also be available for RE activities this spring and summer. Produce tables will start in late June/early July. Donation proceeds from that will also to the plant/food justice non-profit.

Submitted by Ann Fletcher.

Second Sunday Share the Plate

Contributions for the April Second Sunday/Share the Plate recipient, University Beyond Bars, totaled \$1,106. Compass Housing Alliance will be the topic for the May 13th collection. Climate change will be the topic for the June 10th collection, based on suggestions from the Climate Action Team. The topic July will be gun violence and for August, racial justice.

Submitted by Jane Sisk.

Women Helping Women (WHW)

Our Lake Hills school project is going very well. We have 2nd grade tutors, Kindergarten art helpers and Library helpers. The VIBES program has lost funding from the Bellevue School District so we are unsure what that will mean for our volunteers for next year.

Our Sophia Way meals program is also going very well. We have an average of ten volunteers each month who either donate food, help cook or deliver the meals to the shelter. Women's Perspective may not be able to underwrite our program as they have for the past couple of years because they lost money this year. This project costs approximately \$100/month to provide around 60 meals. WHW put it in our budget submitted to the Finance Team for next year's Operating Budget.

Submitted by Laurie Wick.

Director of Finance & Operations – Jason Puracal

DFO Report to the Board of Trustees, East Shore Unitarian Church, May 2018

Consent Agenda

BOT END 1.1 By December 1, 2017, East Shore will determine and document how best to utilize its Endowment for maintaining capital assets of the church's campus.

- The non-profit tax attorney responded to the questions regarding the Endowment. According to Nathaniel Taylor from Elis, Li, McKinstry, just because the fund has the term "endowment" in it does not make it subject to UPMIFA (The Uniform Prudent Management of Institutional Funds Act). He

recommended to align the charter and bylaws, as did the Policy & Governance Committee. If anything regarding the Endowment requires a congregational vote, it should be added to the bylaws.

- I attended the Endowment Subcommittee meeting. We discussed the 2018 Q1 reports, pending work regarding the Investment Policy Statement revision and new 5-year Strategic Plan.
- We received the updated Reserve Data Analysis report with scenarios for the potential sale of the Holly House property. The scenarios support the findings of the Financial Stewardship Committee: there is no 'silver bullet' that will solve all our financial problems, and per the assumptions of the scenarios and model, even selling the Holly House at the highest market rate will not result in a fully funded sustainable campus model per the recommendations of the 5-Year Financial Strategic Plan. The full report was shared with the Treasurer, Financial Stewardship Committee, Endowment Subcommittee, and Facilities Team. If any Member wishes to receive a digital copy, it can be made available upon request.

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 Holly House Development Task Force meetings. See the HHDTF Chair's and BOT Secretary's report for further details.
- I attended the Holly House Development Task Force Town Hall. It was well attended, and people asked good questions. Unfortunately, the Task Force was not able to answer all of the questions. The most pressing question that is pending is whether or not East Shore would incur a capital gains tax on the sale of the property if we sold to a market rate developer.
- The Secretary of the Board and I attended a meeting at LifeWire, one of the bidders of the Holly House property. They expressed the urgency to know what the congregation's decision would be as there is a one-time window of extra available funding available from the federal government through the King County Housing Authority. The proposals for this funding opportunity are due at the end of the 2018 summer, and the bidder (all Affordable Housing bidders) needs as much time as possible from finalizing contracts with East Shore to proposal submission deadline.
- I had a conference call with a Board member from Attain Housing, one of the bidders of the Holly House property. Ken Davidson wanted to better understand the timing for potential contract finalization after the planned June 3rd meeting. He also had other questions about the probability of East Shore voting for sale to an affordable housing developer as their proposal required them to sell off other assets to pay for the land.
- The Secretary of the Board and I met with Arthur Sullivan, the Program Manager for ARCH. Arthur provided more details of why affordable housing is important, spoke about the lack of viable land options to provide affordable housing, and background about the funding complexities. Arthur offered to be a resource on-going.
- I visited the largest hempcrete building in the US under construction in Bellingham, WA. The builder offered to provide the labor free of cost if East Shore builds affordable housing using hempcrete on the Holly House property. If East Shore were able to lower a developer's labor and materials costs, the savings could be invested into joint infrastructure projects such as reactivating the well for irrigation purposes, ground source heating, and solar panels. This is an example of the times of negotiations that can occur during contract negotiations, if East Shore continues to have a voice in the matter.
- The Secretary of the Board and I met with the Affordable Housing Program Manager at the International Living Future Institute (ILFI). ILFI has publicized a [Request for Proposals](#) seeking 10 affordable housing

projects to join their next cohort for certification in Zero Energy, Zero Water, or Living Future. The deadline is May 16, 2018. We asked if possible to submit a proposal contingent upon the congregational vote on June 3, 2018. ILFI agreed to accept our proposal.

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 April month-end Income Statement, Bookkeeper onboarding progress, Endowment Charter, and timing to adapt a standardized accounting method.
- The month-end reports created for April 2018 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 April were ~\$5,000 above the 16-year average of pledges, and about \$3,500 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 ~\$13k more than the 16-year average, almost \$9,500 higher than the 5-year average, and on par for what was brought in last year during April. Our monthly expenses climbed slightly to ~\$88k. East Shore had a deficit for April of approximately \$24k, and year-to-date we are still at a surplus of ~\$135,500, providing approximately a 1.5-month runway of operating expenses.
 - With monthly EFT pledges at ~\$32k and the given surplus, we should have enough cash on-hand to at least break even for the fiscal year. I ran out budget projections on all other income and expense general ledger accounts. Based on the assumptions of the model, we should have a surplus of at least \$15k for the year, not including the Interim Minister severance package.
 - Due to the low balance of the checking account for operating funds (~1 month of cash flow), I will transfer \$50k from the Schwab operating account to the Chase checking account. This should balance cash flow for the rest of the fiscal year, and prevent a negative balance on the Balance Sheet.
- I met with the Bookkeeper, the Membership Development Director, and our volunteer accounting expert, Laura Rivendell, to discuss the procedures for pledge reconciliation between the two positions. Thank you to Laura for drafting these procedures and facilitating the conversation.
- I met with the current Chair of Women's Perspective to explain their budget balance for the current fiscal year, and finalize a budget for next fiscal year.
- I attended the Budget Team meeting. We reviewed the latest scenario created from the last Team meeting, now balanced. We also discussed the upcoming third Budget Town Hall. See Treasurer's report for more details.
- I created and assisted in leading with the Treasurer the third Budget Town Hall. There were approximately 30 people in attendance after worship service on a Sunday. The proposed budget for fiscal year 2018/19 was presented. Questions were answered, although the focus did shift to the Holly House.

- I attended the Financial Stewardship Committee meeting. I presented the proposed budget for fiscal year 2018/19. They approved it. See the Treasurer's report for more details.
- I met with the Executive Director and a Board Member from The Sofia Way. We discussed the progress on the sale of the Holly House, what their needs were in terms of timing of decision making and funding, and renewal of the lease agreement for the full next fiscal year with an increase of rent to \$1600 per month. With the approval of the Executive Committee I drafted the revised contract and sent it to The Sofia Way. That contract is still pending.
- I attended the Personnel Committee meeting to give an update on Staff.
- I met with the Secretary of the Board and the Director of Lifelong Learning to review a draft contract. Edits were discussed. Feedback was since received from the Personnel Committee which I will embed, then finalize with the Secretary and DLL.

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.

- I completed the Intercultural Development Inventory assessment and debriefed with the Interim Minister.
- The Director of Lifelong Learning and I met with the Vice President of the Board to listen and learn more about her background, how she is feeling about East Shore, and to offer support as the only person of color serving on the Board.

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

- Seabeck has reached 203 registrants as of 5/12/2018. This means we will fulfill our contractual obligation. The room assignments were just completed, and the breakeven analysis is being updated. It is anticipated we will at least breakeven.
- Social Media Metrics:
 - *Yelp for April:*
 - 27 user views
 - 7 user leads
 - 3 direction and map views
 - 4 clicks to website
 - *Google My Business Report for April:*
 - 34,855 people found us on Google,
 - 10 people called, down -41% from March
 - 745 asked for directions, up 36% from March
 - 217 visited the website, down -1.4% from March

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.

- I attended an Adult Program class facilitated by the President of the Board and the Director of Lifelong Learning called Centering from the Margins.
- Per the request of the Climate Action Ministry Team, I have created a draft Sponsorship Agreement between East Shore and 350 Eastside (see Appendix D). 350 Eastside has requested to utilize rent-free

Spring Hall once per month on the evening of the 3rd Wednesday, and occasionally a smaller room. I request Board approval of the draft Sponsorship Agreement in order to move towards execution on the Agreement with 350 Eastside, and begin programming as soon as possible.

- I attended the 2018 Living Future unConference in Portland, OR. Here is the list of sessions I attended and my biggest takeaways from each:
 - [Sharing Stories: Sustainability, Health, and Equity in Affordable Housing](#)
 - WA Dept. of Commerce developed a Life Cycle Cost tool to look at utilities over the long term to front capital for projects. It is online and under public domain
 - The Life Cycle Cost tool is an option in the [Evergreen Sustainable Development Standard](#), a green building performance standard required of all affordable housing projects receiving capital funds from the Washington State Housing Trust Fund.
 - I connected with Sean Harrington from WA Dept. of Commerce, Program Manager for the [Housing Trust Fund](#).
 - It is helpful to look at the population that will be served for other potential funding sources. For example, The Blackburn Building in Portland, OR received \$20M in funding from health organizations in the area for a holistic approach for homelessness to permanent housing.
 - The new big trend is funding for resiliency. For example solar plus storage.
 - The [Kendeda Fund](#) is a funder of affordable housing and innovations in the built environment
 - [Recruiting and Retaining a Multicultural Workforce](#)
 - Reality is all organizations must be intentional to compete for a quality workforce because the population is diversifying
 - Numerous tips were given on improving job posting language to be more inclusive
 - [Human Health and Materials Summit](#)
 - According to the EPA the average American citizen spends 90% of their time indoors, and indoor air quality is now considered to be worse than outdoor air quality.
 - There are numerous certifications now available to assist with informing the owner/developer such as Declare, Portico, Mindful Materials, Brightworks, and Well
 - These programs are demanding transparency in the supply chains of manufacturers down to 100 ppm
 - [Using a Nature-Inspired Model to Design Organizations: Lessons Learned](#)
 - Biomimicry is essentially using inspiration from nature to solve a challenge. Concepts examined include form, process, and ecosystems
 - According to [Biomimicry 3.8](#), there are 26 Principles learned from Life. Examples explored include:
 - Evolve to survive
 - Self-organize
 - [great 10 minute YouTube video about “Drive”](#)
 - Integrate Development with Growth
 - For example, org can integrate feedback loops because annual reviews that focus on negative 1% are not effective
 - Develop reciprocal partnerships
 - Adapt to Changing conditions

- Mutualism in nature
- [Lost in Transparency? Authentic Stories from Pursing Healthy Materials](#)
 - **Please read [Larry Fink's Letter to CEOs](#).** Larry is the Founder, Chairman, and CEO of BlackRock, Inc., the world's largest asset manager with \$1.7 Trillion in active funds. He provides excellent advice for Boards, and this letter reinforces East Shore's desire to move to 100% socially responsible investments in our Endowment. I have forwarded this letter to the Endowment Subcommittee as well.
- [Living Products: Regenerative Production in Practice](#)
 - [Humanscale](#) is a designer and manufacturer of ergonomic products that improve health and comfort at work.
- [Opportunities for Innovation: Green Chemistry Challenges for Building Products](#)
 - There are [12 principles for green chemistry](#)
 - [Perkins + Will](#), a leading Architecture and Design innovator, shared twelve green chemistry challenges in the built environment they need assistance with from manufacturers, including three that could be solved by the technology my startup is developing.
- [Culture and Leadership](#)
 - Highlights from a [Swedish documentary video](#) were shared and discussed about overcoming fear.
 - An exercise was done in groups of 10 to demonstrate the challenges around group dynamics and leadership.
- [Cultivating an Authentic and Impactful Workplace](#)
 - [JUST](#) is a ILFI voluntary disclosure program and tool acting somewhat as a "nutrition label" for socially just and equitable organizations. It can be applied to all types of organizations of any size.
 - [B Corps](#) are for-profit companies certified by the nonprofit B Lab to meet rigorous standards of social and environmental performance, accountability, and transparency.
- I attended and spoke at the rally for Xiyue Wang, a UW Alumni and Princeton Ph.D. student wrongfully imprisoned in Iran since 2016.

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.

Painting update

- Parking lot repairs update
- Grounds update
 - SE corner
 - P-Patch
 - Tree removals
 - North Room patio project feedback
- HVAC temperature settings for summer
- Utilities tracking software options
- Reserve Data Analysis discussion, next steps (please forward the latest version to all for review, attached for your convenience)
- Roofs/gutter maintenance
- Pressure washing

- Review list of 2018-19 expenses to discuss prioritization and timeline
- I attended the Facilities Team meeting where we discussed the updated Reserve Data Analysis report, the needed repairs to the lower parking lot, Grounds update, the vetting of utilities tracking software options, pressure washing needed around campus, progress on the painting of the bathrooms, progress on a Smart classroom proposal, and the planned A/C install for the Admin building.
- The revised bid from Loadstar for installation of A/C in the Admin building was returned at \$16,135.48 + tax. This is on par with the other bid received in writing, however only \$11,850 was collected from the Auction Fund-a-Need. The Facilities Team voted to move forward with the bid with the difference paid out of two additional donations of \$500 each from Facilities Team members Ralph Lutz and Bob Weiss, as well the Facilities Reserve Designated account. The Treasurer signed the contract, and a copy was given to the Financial Stewardship Committee. Installation is being scheduled.
- Grounds is moving forward with putting together a multi-stakeholder project management group to oversee and execute on the pavers to replace the grass outside the North Room.
- We received a bid from North Shore Paving to repair the lower parking lot and leave extra rock for pothole repair during the rest of the year. The total amount is \$4,040 including tax. The work is being scheduled.

Discussion Agenda

DFO Request to Board of Trustees

ESUC Board of Trustees,

This letter is to formally request a change to my job title and job description, as well as adjustment of salary for the 2018/19 fiscal year.

My current job title of Director of Finance & Operations, and the associated job description, both of which I inherited upon initiation of employment with East Shore in June 2015, does not reflect the reality of how I have served East Shore over the past three years. After consultation with the rest of the SLT and others serving in similar positions within the UU faith, I believe the title of Executive Director more accurately portrays how I am serving East Shore. The three major shifts from the DFO position are based around a foundational aspect to my work that supports all other programs/departments, legal and tax compliance, and strategy & support to the Board. Please see Appendix A as a recommended draft Executive Director job description, presented to the Personnel Committee on April 24, 2018. Personnel Committee did not comment on the correctness or appropriateness of the job description. If desired, the Board must direct them to do so.

With regards to my salary, I am requesting \$96,000 annually plus the current benefits offered by East Shore. I have based this amount on several factors:

Comparable Salaries

Through searching websites like Glassdoor, Payscale, etc., for Executive Director, COO and CFO positions of non-profits in the greater Seattle area, I found a wide range of salaries (\$36k to \$145k). There are numerous factors to take into consideration including the responsibilities of the position, total budget for the organization, number of employees supervising, years of experience in similar leadership positions, etc. It is important to note that I found different salary amounts on the same sites simply by changing the search words used in Google. I also learned that another common approach for Executive Directors' compensation is to be set as a % of budget (typical mentioned was 10%), which is a different model that embeds incentives for growth into the compensation.

Through my experience serving on a Board of another non-profit with a budget of ~\$800k, the Executive Director there earns around \$135k per year plus full benefits. While this person is an attorney, and is working at

a university, which has a different pay structure with automatic increases, she also manages a smaller team, does not manage the breadth of issues under my responsibility, and does not have the levels of stress/conflict in the organization as we have at East Shore.

Value Added

As the only two people who viewed my resume when I went through the hiring process three years ago were Dave and Ryam, most do not fully understand my background and the skills I bring to East Shore. As we are now starting to have conversations about vision for East Shore, how to best utilize our multitude of assets to accomplish our mission, and how to grow our membership in an inclusive manner, I am offering more context of my experience in this space. I have attached my now outdated resume, thus not reflecting on the growth and experiences since my hire (see Appendix E). It highlights the activities I was involved in at the Board level, and at an operational level, indicating my unique skill to strategize long term, and manifest in the immediate.

Here are the websites to two primary projects I was involved in: [Finca Java](#) & [Finca Las Nubes](#).

These are examples of what I mean when I say sustainable development, or inclusive, intentional communities. The coffee farm project pulled together locals, indigenous communities, the local government, the national government, universities, and the military. You can see the video of President Ortega visiting the farm as he rated it the #1 sustainable project in the country. That is the type of collaboration and exposure I can bring to East Shore.

Although the ownership/equity structure of the Finca Las Nubes project has shifted since my departure, and we lost our dream house that we custom built there, the project still demonstrates a holistic approach to development, integrating sustainable agriculture/forestry, green building, and alternative energy solutions, all with a community development focus.

My recent Intercultural Development Inventory (IDI) places my Developmental Orientation at 132.96, in Adaptation on the continuum, with less than 7 points gap score. Both Training Orientations and Cultural Disengagement are resolved. I share this personal information to demonstrate my ability to act as a leader both for the current demographics of East Shore, as well as the desired diverse population per the Mission/Vision & Board Ends.

It is with this lens that I see East Shore's potential not only in land use, but also as a mission-driven organization that people want to be a part of.

KC Average Median Income

I would like to be explicitly clear- I am not asking to be compensated at what I am worth (I made twice as much in the for-profit realm), nor even at what the comps indicate. The \$96k I am requesting is equal to the area median income for King County. I recognize that we are utilizing a collaborative leadership model at East Shore, so all three SLT positions should be compensated fairly, which means a more equitable distribution and less than what an Executive Director would make at a traditional non-profit in the area.

Personal Impact

My request for salary increase is based upon what it will take for me to continue to live and work in this area to support a family of 4. Currently, 50% of my salary goes to housing alone, and that is after we moved further south out of Newcastle down to Renton. This is not sustainable. The current salary does not allow me to provide opportunities for my family such as after school activities, etc. This year, we have built up credit card debt just trying to get by. That is with a full scholarship for our youngest in preschool, and 45% scholarship to the YMCA for the family, both of which are not expected to continue next year. As my salary increases, we do not qualify for these and other subsidies we have received in the past. Also, my student loan payments increase as my salary goes up, so small incremental increases are quickly eaten away. Although the church provided health insurance for the employee only, and I signed up my wife as well, we have not been able to utilize this benefit because the deductible is so high. Even with the HSA contribution for the church, which did allow my

wife to obtain eyeglasses and both of us to get a dental cleaning this year, we just do not have the extra funds to cover this deductible and neither of us has been to a doctor in 2 years. Considering healthcare on its own, we were better off at a lower salary and on state health insurance. Essentially, we are in this grey zone as we try to climb out of poverty and rebuild the stability we once enjoyed.

East Shore FY 2018/19

It is also important to note the reality of the situation at East Shore during the next fiscal year. Aisha will be out of the office on sabbatical for three months. Elaine will be gone as of June 15, and we do not know if/when we will get a Developmental Minister. Even if we assumed best-case scenario of that person starting Aug 1 2018, that person will go through a learning curve of X months to get up to speed with the operations at East Shore. I know from past experiences over the last three years that the burden of these absences from the SLT lands on my shoulders. You can review every Board report I have submitted since my start date to see that I have the capacity to manage the organization in this way, and the value I add to the organization. I consistently put in 50+ hours a week.

ESUC Pay Structure

I recognize that East Shore has a pay structure it desires to achieve per recommendations of the Financial Stewardship Committee and Personnel Committee. The church has, for some time, desired to move all Staff to the Midpoint of the appropriate church size for our Geo Index of the UUA salary guidelines. This was just reinforced by the FS Committee 5-Year Financial Strategic Plan.

The UUA guidelines currently have Business Administrator as the highest position related to my field. This job description does not include all the responsibilities in the current DFO job description, and it does not include all the responsibilities in the new Executive Director job description, which represents the work I am actually doing. Consequently, to base my salary only on this range from the UUA undervalues added responsibilities.

Furthermore, this year the UUA provided new information about cost of wages compared to cost of living, noting explicitly any church where cost of living is 40% greater than cost of wages. For East Shore, the UUA noted the cost of living is 88% higher than cost of wages.

For both of the reasons listed above, I believe East Shore can maintain its integrity in pay structure while paying me a fair compensation as requested.

Funding

The proposed budget by the Budget Team and Financial Stewardship does not address the title change or salary request. I can see three potential ways to fund the change in salary.

1. Instead of assuming a start date of August 1, 2018 for the Developmental Minister, a start date of September 1, 2018 would fully fund the difference in salary for my position.
2. The monthly salary & housing of the Developmental Minister, yet to be negotiated, could be dropped from the assumed amount by ~\$900, which would cover the gap.
3. The severance package to the Interim Minister could be paid from the General Reserve Designated Fund account, thus leaving a potential surplus for the current fiscal year. A one-time bonus could be paid out of the surplus to cover the gap.

Summary

In closing, I believe it is fair to ask to be compensated at a level that allows my family to stay in the area so I can continue to serve East Shore.

Thank you in advance for your consideration.

Fiscal Year 2018/19 Proposed Budget

See Appendix F attached.

Holly House

It was my intention to include a recommendation to the Board about the upcoming vote on the Holly House property. Unfortunately, I am still gathering input and not yet able to solidify my thoughts in a cohesive manner.

Nevertheless, it is my recommendation that the Board should make a recommendation to the Congregation on the vote. Per the presentation I gave to the Board last month in Executive Session, it is your fiduciary responsibility to ensure alignment to mission and vision. At the very least, the Board should weigh in on how either decision impacts the mission of the church. The Board, with its oversight role, should be in the best position to account for the numerous factors, opinions, and varying opinions that exist in a complex decision before the Congregation. Furthermore, leadership is not being silent. I am happy to support the Board in its work moving forward, and can provide a written report when my investigation is complete.

Respectfully Submitted,
Jason Puracal
Director of Finance & Operations

Appendix A: FY 2017/18 April Summary Income Statement

East Shore Unitarian Church
Monthly Income Statement - Summary
July 2017 to April 2018

Date : 05/13/2018
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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	40,118	62,750	22,632	625,575	627,500	1,925	753,000	83.06 %
Income - Program Fee Pmts	880	500	(380)	17,815	5,004	(12,811)	6,005	296.67 %
Income - Fundraising Event Pmt	286	5,646	5,360	42,944	56,458	13,514	67,750	63.39 %
Income - Facilities Rental Pmt	19,212	13,280	(5,932)	164,231	132,800	(31,431)	159,360	103.06 %
Income - Dept Activities Pmts	2,484	6,747	4,263	75,883	67,467	(8,415)	80,961	93.73 %
Income - Other	1,212	3,950	2,738	55,638	39,495	(16,143)	47,394	117.39 %
Total Revenues	64,201	92,872	28,671	982,086	928,725	(53,361)	1,114,470	88.12 %
Expenses								
Payroll Expenses								
Wages	44,755	44,796	41	437,731	447,961	10,230	537,553	81.43 %
Payroll Taxes	4,467	3,382	(1,086)	32,997	33,816	818	40,579	81.32 %
Payroll Benefits	10,199	8,853	(1,345)	91,946	88,533	(3,413)	106,240	86.55 %
Total Payroll Expenses	59,421	57,031	(2,390)	562,674	570,310	7,636	684,372	82.22 %
Program Expenses								
Administrative Expenses	3,216	8,276	5,061	45,107	82,764	37,657	99,317	45.42 %
Facilities Expense	6,675	9,219	2,544	60,480	92,188	31,709	110,626	54.67 %
Business Expense	6,500	4,710	(1,790)	52,644	47,099	(5,545)	56,519	93.14 %
Office Expense	2,116	2,381	265	21,393	23,808	2,415	28,570	74.88 %
Fundraising Expense	945	1,542	597	9,701	15,417	5,716	18,500	52.44 %
Advertising & Marketing	0	243	243	908	2,433	1,525	2,920	31.11 %
Interest & Loan Expense	9,470	9,470	0	94,721	94,704	(16)	113,645	83.35 %
Total Administrative Expenses	25,706	27,565	1,859	239,848	275,650	35,803	330,781	72.51 %
Total Expenses	88,343	92,872	4,529	847,629	928,725	81,095	1,114,470	76.06 %
Net Total	(24,142)	0	24,142	134,457	0	(134,457)	0	0.00 %
Other Revenues								
Designated Revenues	875	0	(875)	87,346	0	(87,346)	0	0.00 %
Restricted Revenues	0	0	0	5,100	0	(5,100)	0	0.00 %
Revolving Revenues	0	0	0	0	0	0	0	0.00 %
Total Other Revenues	875	0	(875)	92,446	0	(92,446)	0	0.00 %
Other Expenses								
Designated Expenses	1,724	0	(1,724)	61,001	0	(61,001)	0	0.00 %
Restricted Expenses	0	0	0	5,385	0	(5,385)	0	0.00 %
Revolving Expenses	0	0	0	11,311	0	(11,311)	0	0.00 %
Total Other Expenses	1,724	0	(1,724)	77,698	0	(77,698)	0	0.00 %
Net Operating Total	(24,990)	0	24,990	149,205	0	(149,205)	0	0.00 %

Appendix B: FY 2017/18 April Balance Sheet

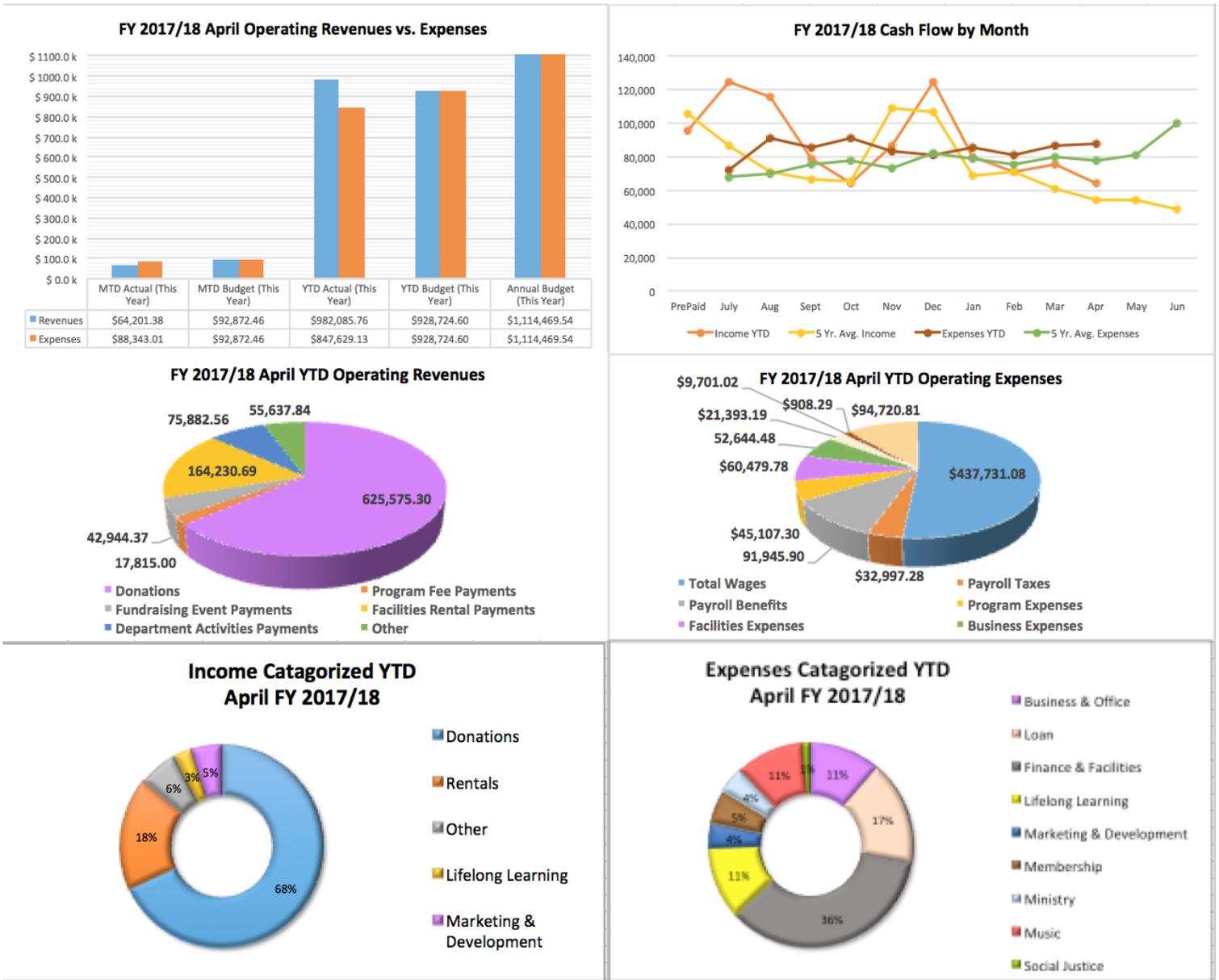
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**East Shore Unitarian Church
Balance Sheet
April 2018**

Page : 1

Assets		
Current Assets		
Cash & Investments		
1-1000 - Petty Cash	\$200.00	
1-1010 - Checking - Chase	\$76,337.26	
1-1030 - Brokerage - Schwab	\$96,381.55	
2-1010 - Checking - Chase	\$22,279.67	
3-1010 - Checking - Chase	\$143,084.63	
3-1040 - Endowment Money Funds - Schwab	\$27,908.20	
3-1070 - Endowment Investments - Schwab	\$1,299,211.36	
4-1010 - Checking - Chase	\$33,015.00	
Total Cash & Investments	\$1,698,417.67	
Other Assets		
1-1110 - Deposits	\$1,750.00	
Total Other Assets	\$1,750.00	
Total Current Assets		\$1,700,167.67
Contra Assets		
1-1600 - Building Loan Contra Account	\$816,392.17	
Total Contra Assets		\$816,392.17
Total Assets		\$2,516,559.84
Liabilities, Fund Balance, & Restricted Funds		
Current Liabilities		
Liabilities-2010 - Second Sunday Collection Payable	\$1,106.00	
1-2020 - Other Collections Payable	\$100.00	
1-2110 - Wage Accruals Payable	\$14,535.91	
1-2120 - FIT Withholding	(\$1,551.80)	
1-2130 - FICA Withholding	(\$2,687.92)	
1-2160 - Other Payroll Deductions Payable	(\$0.01)	
1-2300 - Prepaid Pledges	\$24,210.00	
1-2500 - Building Loan - Current	\$76,200.00	
4-2020 - Other Collections Payable	\$11,850.00	
Total Current Liabilities		\$123,762.18
Long Term Liabilities		
1-2700 - Damage Deposits - LT Rentals	\$4,500.00	
1-2750 - Building Loan - Long Term	\$740,192.17	
4-2710 - Other Collections Payable - LT	\$11,450.00	
		\$756,142.17
Total Long Term Liabilities		\$879,904.35
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	\$149,204.77	
Total Fund Balance and Excess Cash Received		\$1,636,655.49
Total Liabilities, Fund Balance, & Restricted Funds		\$2,516,559.84

Appendix C: FY 2017/18 April Financial Charts



Appendix D: Draft Sponsorship Agreement (CAM/ 350 Eastside)

To be handed out at Board meeting due to pending insurance question.

Note: the Board approved this sponsorship agreement.

Appendix E: Jason Puracal Resume 2015

JASON Z. PURACAL

13301 SE 79th Pl, #B109, Newcastle, WA 98059 • 425-777-6813 • jasonpuracal@yahoo.com

QUALIFICATIONS.

- Proven multi-stake holder engagement, multi-disciplinary understanding, and executive leadership skills in a variety of settings.
- Positive attitude with a history of thinking outside-the-box to produce quality results.
- Highly organized, efficient, and energetic; able to create systems that improve workflow and enhance the overall impact
- Effective at building and leading teams to further organization's vision

EXPERIENCE

Conservation Finance Intern Summer 2014
Wildlife Conservation Society, Bainbridge Island, WA

- Analysis and recommendations of a capacity- building education program to manage Conservation Trust Funds around the globe.

Development Consultant 2008- 2010
Sea Ranch Estates and Las Escaleras, San Juan del Sur, Nicaragua

- Advised project developers on strategy with emphasis on environmental conservation;
- Project management for infrastructure and built environment needs;
- Stakeholder engagement to assist owners in setting up governance structures in transition from developer control.

Executive Secretary, Board of Directors 2006- 2010
Finca Las Nubes & Finca Java, San Juan del Sur & Jinotega, Nicaragua

- Implemented integrated models for sustainability including “green” building, alternative energy solutions, and organic agricultural practices.
- Created policies for sustainable development practices through governing structures.
- Developed collaborative relationships with internal and external stakeholders.

Managing Broker 2004- 2010
RE/MAX HORIZONS, San Juan del Sur, Nicaragua

- Designed and implemented policies and procedures for accounting, marketing, sales, and file records
- Handled day-to-day operations including office finances, escrow account, communication with attorneys, government and public relations, recruitment & training of staff.
- Implemented policies for incentivization, open communication, and continuous improvement.

RELATED VOLUNTEER EXPERIENCE

Climate Action Ministry at East Shore Unitarian	Steering Committee	2015-present
Innocence Project Northwest at UW School of Law	Advisory Council Member	2013-present
Diversity & Social Justice Committee at Pinchot U.	Student Co-Chair	2013-2015
Peace Corps- Nicaragua	Sustainable Ag. Volunteer	2002-2003

EDUCATION

MBA in Sustainable Business	Pinchot University (formerly BGI)	June 2015
BS in Zoology	University of Washington	June 2002
BA in Economics	University of Washington	June 2002

SKILLS

Fluent in Spanish; Proficient in MS Word, Excel, Power Point, InDesign, Illustrator, & Photoshop

Appendix F: Proposed Budget Fiscal Year 2018/19

East Shore Unitarian Church			
Budget Scenarios- 05/06/2018 rev			
July 2018- Dec 2018			
Headings and Account	2017-18 Approved Budget	UUA Dues + Midpoints	Notes
Revenues			
Income - Donations			
1-4000 - Income-Pledges-This FY	735,000.00	735,000.00	OFD Goal
OFD Goal Adjustment			
1-4010 - Income-Pledges-This FY Pd Last FY	-	-	
1-4020 - Income-Pledges-Last FY Pd This FY	3,000.00	3,000.00	
1-4100 - Income-Non-Pledge Donations	15,000.00	15,000.00	
Total Income - Donations	753,000.00	753,000.00	
Income - Program Fee Pmts			
1-4200 - Fees - Adult Programs	\$1,980	5,575.00	added Yoga expected income
1-4210 - Fees - Children & Youth Programs	\$4,025	3,125.00	based on actual
Total Income - Program Fee Pmts	6,005.00	8,700.00	
Income - Fundraising Event Pmt			
1-4300 - Income - Auction	64,000.00	40,000.00	based on FY 17/18
1-4310 - Income - Other Fundraising Events	3,750.00	3,750.00	East Shore LIVE (5 shows * \$750/show)
Total Income - Fundraising Event Pmt	67,750.00	43,750.00	
Income - Facilities Rental Pmt			
1-4400 - Rental Income - Parking Lot	64,000.00	80,539.20	assumes 80 spots with Diamond Parking
1-4410 - Rental Income - Recurring	82,360.00	91,359.00	based on FY17/18 rentals
1-4420 - Rental Income - One Time	13,000.00	33,047.00	based on FY17/18 rentals
Total Income - Facilities Rental Pmt	159,360.00	204,945.20	
Income - Dept Activities Pmts			
1-4600 - Income - Ministry Events		3,575.00	ACE
1-4610 - Income - Membership Events	64,896.00	64,528.27	misc, Gallery, Seabeck, WP
1-4620 - Income - Social Justice Events	12,634.54	9,471.00	ESJ Ministry Teams
1-4630 - Income - Lifelong Learning Events	500.00		
1-4640 - Income - Finance-Facilities Events	2,930.00	1,160.00	FLOWER, P-Patch
1-4650 - Income - Market & Dev Events	0	-	
Total Income - Dept Activities Pmts	80,960.54	75,159.27	
Income - Other			
1-4700 - Income - Interest	18.00	50.00	represents actual
1-4710 - Income - Endowment Allocation	41,776.00	43,322.00	from Endowment Committee
1-4720 - Income - Operating Reserve	0	32,818.02	from 3-3000 East Shore Housing
1-4730 - Income - Miscellaneous	5,600.00	5,600.00	
Total Income - Other	47,394.00	81,790.02	
Total Revenues	1,114,469.54	1,167,344.49	

Expenses			
Payroll Expenses			
Wages			
1-5005 - Wages - Other Minister	112,000.00	100,650.00	Mid Sized III, MID - start Aug 1
1-5010 - Wages - Membership Manager	27,600.00	28,700.00	Mid Sized III, MID (50/50 w/Mktg & Dev Mgr)
1-5015 - Wages - Music Director	28,010.40	33,425.00	Mid Sized III, MID 0.5 FTE
1-5025 - Wages - Director of LL	70,450.00	54,937.50	Mid Sized III, MID 0.75 FTE
1-5030 - Wages - Program Coordinator	10,400.00	36,112.50	Mid Sized III, MID Half time
1-5035 - Wages - RE Assistant	10,400.00	-	
1-5040 - Wages - DFO	78,022.50	85,900.00	Mid Sized III, MAX - Admin JD
1-5045 - Wages - Bookkeeper	43,750.00	45,500.00	Mid Sized III, MID
1-5050 - Wages - Mktg & Development Mgr	27,600.00	28,700.00	Mid Sized III, MID (50/50 w/Membership Mgr)
1-5055 - Wages - Facilities Manager	46,850.00	57,400.00	Mid Sized III, MID
1-5060 - Wages - Caretakers	71,770.40	70,720.00	Mid Sized III, MID
1-5065 - Wages - Office Staff Other	10,700.00	8,737.50	Mid Sized III, MID Quarter time
1-5070 - Wages - Childcare	-	6,500.00	Mid Sized III, MID (382 hrs)
1-5075 - Wages - Teachers	-	-	
1-5090 - Wages - Accrued Vacation Expense	-	-	
1-5095 - Wages - Accrued Staff Bonus Expense	-	-	
Total Wages	537,553.30	557,282.50	
Payroll Taxes			
1-5100 - PR Taxes - MI	10,710.80	10,256.74	
1-5105 - PR Taxes - ME	2,111.40	2,195.55	
1-5110 - PR Taxes - SJ	-	-	
1-5115 - PR Taxes - LL	6,980.63	6,965.33	
1-5120 - PR Taxes - FF	18,664.58	20,123.78	
1-5125 - PR Taxes - MD	2,111.40	2,195.55	
Total Payroll Taxes	40,578.80	41,736.95	
Payroll Benefits			
1-5200 - PR Benefits - MI	22,328.25	27,628.28	Min benefits starting Aug 1, Music Dir benefits
1-5205 - PR Benefits - ME	7,118.00	6,537.61	
1-5210 - PR Benefits - SJ	-	-	
1-5215 - PR Benefits - LL	10,275.00	11,825.33	
1-5220 - PR Benefits - FF	42,415.37	46,133.77	
1-5225 - PR Benefits - MD	4,898.00	4,757.09	
1-5300 - Professional Expense - MI	4,357.97	10,065.00	10% of salary for Dept.
1-5305 - Professional Expense - ME	-	-	
1-5310 - Professional Expense - SJ	-	-	
1-5315 - Professional Expense - LL	7,045.00	7,325.00	10% of FTE salary for Dept.
1-5320 - Professional Expense - FF	7,802.25	8,590.00	10% of salary for Dept.
1-5325 - Professional Expense - MD	-	-	
1-5330 - Discretionary Expense - MI	-	-	
Total Payroll Benefits	106,239.84	122,862.08	
Total Payroll Expenses	684,371.94	721,881.52	

Program Expenses			
1-5400 - Program Expense - Worship	250.00	300.00	candles, etc.
1-5410 - Program Expense - Guest Ministry	2,800.00	5,250.00	8 summer services, 7 rest of year @ \$350 each
1-5420 - Program Expense-Contract Performers	1,000.00	800.00	per estimate of Int. Music Director
1-5430 - Program Expense - Music - Other	700.00	5,880.00	sheet music, piano tuning, ACE
1-5440 - Program Expense - Pastoral Care	100.00	100.00	cards, candles
1-5450 - Program Expense - Ministry - Other	300.00	300.00	Archives
1-5460 - Program Expense - Membership	62,006.00	67,278.27	Membership, Gallery, Seabeck, WP
1-5470 - Program Expense - Social Justice	16,601.00	20,605.00	ESJ Ministry Teams
1-5480 - Program Expense-Children's Programs	5,160.00	4,000.00	
1-5490 - Program Expense - Childcare	6400	-	moved to Wages
1-5495 - Program Expense - Youth	0	2,000.00	in addition to Auction tips
1-5500 - Program Expense - Adult Programs	4,000.00	7,600.00	Yoga contract, other
Total Program Expenses	99,317.00	114,113.27	
Administrative Expenses			
Facilities Expense			
Facilities Reserve Contribution	-		
1-6000 - Utilities - Electricity	10,000.00	10,000.00	
1-6010 - Utilities - Gas	4,500.00	4,500.00	
1-6020 - Utilities - Garbage & Recycling	2,800.00	2,800.00	
1-6030 - Utilities - Water & Sewer	15,303.60	15,303.96	
1-6040 - Utilities - Telephone & Internet	4,200.00	4,140.00	new Comcast contract with LAN
1-6050 - Alarm System	440.00	400.00	
1-6060 - Facilities Equipment Purchases	5,295.00	4,300.00	
1-6070 - Facilities Maintenance	29,620.98	33,978.75	contracts, Reserve Data Analysis
1-6080 - Parking Lot Maintenance	27,934.52	6,582.49	regrade, painting lines
1-6090 - Grounds	2,032.00	5,337.00	Grounds, Flower, P-Patch
1-6095 - Maintenance Supplies	8,500.00	8,500.00	
Total Facilities Expense	110,626.10	95,842.20	
Business Expense			
1-6100 - Accounting & Audit	3,000.00	1,000.00	legal consulting fees
1-6110 - Bank & Credit Card Fees	5,100.00	5,100.00	
1-6120 - Business Licenses & Permits	100.00	100.00	
1-6130 - Business Taxes	8,598.00	8,598.00	Parking lot Related
1-6170 - Dues	21,371.00	38,872.00	100% of UUA & PNWD (\$86* 452 members)
1-6180 - Human Resources	1,000.00	1,000.00	
1-6185 - Insurance	13,100.00	14,502.00	multi peril + umbrella + cyber
1-6195 - Board of Trustees Expense	4,250.00	9,100.00	Board Retreat, 1st Sat, RR
Total Business Expense	56,519.00	78,272.00	

Office Expense			
1-6200 - Computer Consulting	500.00	500.00	
1-6210 - Computer Hardware	500.00	1,000.00	
1-6220 - Computer Software	6,620.09	6,620.09	
1-6230 - Copier Lease & Printing	12,500.00	13,000.00	based on actual
1-6240 - Office & Computer Supplies	5,500.00	3,500.00	based on actual last 2 years
1-6250 - Office Equipment Repair	200.00	-	
1-6270 - Postage	2,750.00	2,000.00	electronic mail delivery increases
Total Office Expense	28,570.09	26,620.09	
Fundraising Expense			
1-6300 - Operating Fund Development	4,000.00	4,000.00	
1-6310 - Auction	12,000.00	7,750.00	internal A/V
1-6320 - Other Fundraising Expense	2,500.00	2,500.00	East Shore LIVE (5 shows * \$500/show)
Total Fundraising Expense	18,500.00	14,250.00	
Advertising & Marketing			
1-6330 - Website	720.00	720.00	
1-6340 - Marketing & Advertising	2,200.00	2,000.00	
Total Advertising & Marketing	2,920.00	2,720.00	
Interest & Loan Expense			
1-6400 - Loan Principal	75,485.41	75,485.41	
1-6410 - Loan Interest	38,160.00	38,160.00	
Total Interest & Loan Expense	113,645.41	113,645.41	
Total Administrative Expenses	330,780.60	331,349.70	
Total Expenses	1,114,469.54	1,167,344.49	
Net Total	0.00	(0.00)	

Director of Lifelong Learning – Aisha Hauser

Director of Lifelong Learning Report to the Board

As I write this month's report, I will have been home almost two weeks recovering from surgery. I want to profusely thank Amanda Alice and Walter Andrews who have been working tirelessly on behalf of Lifespan Learning to move forward and continue planning in my absence.

An addendum to my report is a recruitment poster created by Carrie Coello and Carla Schneider, members of the Lifespan Integration Team. It is an excellent example of the work our group does. The chart not only inspires volunteering for RE, it also leads folks to know that there are many opportunities to become involved in the life of the church. This is collaboration at its best!

Below is a chart of the members of both the LIT and the Adult Programming Subcommittee:

Lifespan Integration Team:

Walter (chair)

Carrie Coello

Carla Schneider

Amanda Alice (RE Programs Coordinator)

Adult Programming Subcommittee:

Ryam Hill (Chair)

Laura Rivendell

Dianne Upton (Facilities Manager)

Right Relations and Racial and Social Justice

The RRTF has also been working diligently and I met with the Task Force the day before my surgery. I have been kept in the loop, though avoiding reading my email too much, on what is happening. I want to share some thoughts on the connection between Right Relationship and Racial and Social Justice. The reason I do this is that we do not live in a vacuum. The world around us feels so unstable headed toward an unknown future. As Unitarian Universalists, we can work together to learn how to be in right relationship to each other and the wider community. There has been pushback at East Shore and other UU congregations about this work. I share with you this Facebook post from a Black Woman UU activist and one of the founders of Black Lives of UU, Leslie Mac.

[Leslie Mac May 5 at 9:20am](#)

Behind every "Black Lives Matter" sign hung on a UU structure is a Black UU who was harmed in the process it took to get it up there.

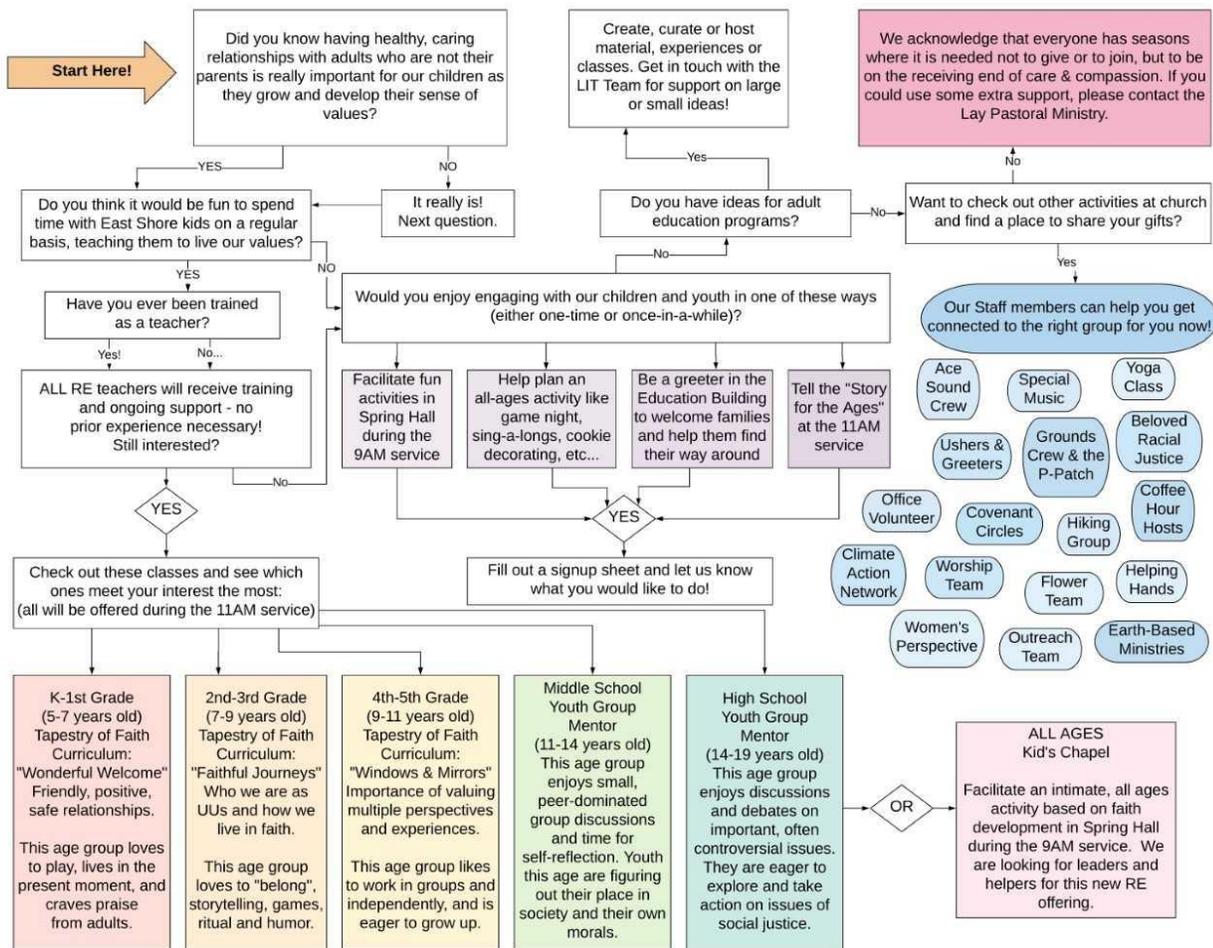
The stories are varied & the harm in different degrees but they all basically boil down to this: Imagine having to convince your faith community to simply declare that they side with your humanity & the humanity of your people.

There have been reports (from all over the denomination) that folks leave or threaten to leave UU communities because of their racial and social justice work. The fact that anyone would leave because a UU congregation is affirming the humanity of marginalized and brutally oppressed people is an indication of something very wrong with how we have been living our faith. The idea that people's humanity is up for debate is simply cruel and that's what it feels like at times within our faith community.

Respectfully submitted by,
Aisha Hauser

Addendum: Recruitment poster created by Carrie Coello and Carla Schneider

Lifespan Integration Team (LIT)



Liaison Reports

Nominating Committee – Connie Hirnle

Charter Tracking (Updated May 10, 2018) **Current Focus of P&G**

2018-19 Slate of Candidates

The East Shore Nominating Committee has completed the slate of candidates for next year's Board of Trustees and Nominating Committee positions. This slate will be voted on at the June 3rd Congregational Meeting.

The positions in bold print are up for election. The others are informational, to provide a complete list of members who will serve during the next church year.

Board of Trustees

President	Tom Doe	1st year of 2 year term
Vice-President	Dennis Fleck	1 year term
Treasurer	Marcy Langrock	1st yearly term of four max
Secretary	Dave Baumgart	4th yearly term of four max
Trustee-at-Large	Lee Dorigan	3rd year of 3 year term
Trustee-at-Large	Jerry Bushnell	2nd year of 3 year term
Trustee-at-Large	Paul Buehrens	2nd year of 3 year term
Trustee-at-Large	Sara Brannman	3rd year of 3 year term
Trustee-at-Large	Uzma Butte	1st year of 3 year term
Trustee-at-Large	Mark Norelius	1st year of 3 year term

Nominating Committee

Chair (Board-Appointed)	Connie Hirnle	2nd yearly term of 2 max
Member	Kirstie Lewis	2nd year of 2 year term
Member	Manny Brown	2nd year of 2 year term
Member	Katie Edwards	1st full year of 2 year term
Member	Martin Cox	1st year of 2 year term

In addition to the slate of candidates from the Nominating Committee, our church by-laws allow Nominations by Petition. Members in good standing may nominate themselves or others for any position up for election. To do so, signatures of at least fifteen members of the congregation must be presented to the church office at least 21 days in advance of the Annual Congregational Business Meeting along with a signed statement from each prospective nominee of willingness to serve if elected. The deadline this year is May 13, 2018. No additional nominations will be received after the stated period.

Questions about the election process may be directed to the current members of the Nominating Committee: Connie Hirnle, Manny Brown, Kirstie Lewis, Katie Edwards, and Bill Austin.

Please join us in thanking all our candidates and current Board and Committee members for their dedication to our church! Connie Hirnle

Policy and Governance Committee – Ann Fletcher

Charter Tracking (Updated May 10, 2018) **Current Focus of P&G**

Board Committees	Notes in P&G	Date Board Approval
Policy & Governance Standing Committee	Submitted, Approved	9-19-17
Nominating Standing Committee	Submitted, Approved	9-19-17
Personnel Standing Committee	Submitted, Approved	10-17-17
Financial Stewardship Standing Committee	Submitted, Approved	3-20-18
Endowment Sub-Committee	Submitted, Being researched	
Holly House Development Task Force	Submitted, Approved	11-21-17
Right Relations Task Force	Submitted, Revised, Approved	12-19-17
Developmental Minister Task Force	Submitted, Revised, Approved	3-20-18
Core Teams-Minister		Date of Staff Approval
Archives	Submitted, Revised, Approved	3-30-18
Worship/Earth Based Celebrations	Submitted, Revised, Approved	4-25-18
Lay Pastoral	Submitted, Needs Revision	
Earth and Social Justice Council	Submitted, Revised, Approved	2-20-18
ANSWER Nepal	Submitted, Revised, Approved	4-25-18
Beloved Racial Justice Ministry Team	Submitted, Revised, Approved	3-30-18
Climate Action Ministry Team	Submitted, Revised, Approved	3-30-18

Congregations For the Homeless M. T.	Submitted, Revised, Ready	
Crossroads Meals Ministry Team	Submitted, Ready	
Food Bank Ministry Team	ESJCC assisting	
Good Start Back to School Ministry	Being developed	
Holiday Giving Tree Ministry Team	Submitted, Revised, Approved	3-30-18
Meaningful Movies	Submitted, Revised, Approved	3-30-18
Partner Church Khasi Hills Ministry Team	Submitted, Revised, Approved	4-25-18
P-Patch Ministry Team	Submitted, Revised, Approved	3-30-18
Second Sunday Sh. Plate Ministry Team	Submitted, Revised, Approved	3-30-18
Women Helping Women Ministry Team	Submitted, Revised, Approved	3-30-18
Core Teams-Commun. and Membership Dev. Manager (Nicole reports to)		
CT Connection Teams (Minister)	Submitted, Being Revised	
East Shore Live (DFO)	Submitted, Approved	11-21-17
Gallery-Art on Campus (DFO)	Submitted, Revised, Approved	3-30-18
Membership (Minister)	Submitted, Approved	3-30-18
Membership Enhancement (DFO)	Submitted, Being Revised	
Seabeck (Minister)	Being drafted (Nicole)	
Women's Perspective (Minister)	Submitted, Revised, Ready	
Outreach (DFO)	Submitted, Revised, Approved	3-30-18
Auction (DFO)	Submitted, Revised, Approved	3-30-18
Core Teams-Facilities Manager Dianne Upton and DFO	Notes	Date of Staff Approval
Facilities	Submitted, Approved	1-10-17
Grounds	Submitted, Approved	11-21-17
Memorial Garden	Submitted, Approved	11-21-17
P-Patch	Submitted, Revised, Approved	3-30-17

Flower	Nearly completed (Dianne)	
Ace Media Crew (Hardware)	Dianne checking on	
Core Teams-Director of Lifelong Learning		
Adult Programs--Will be part of new Lifespan Integration Team. Aisha will submit charter after first meeting in March.	Preliminary charter submitted with revision feedback provided by P&G	
Chalice Players	No longer a team per Aisha	NA
Children and Youth—Same as Adult Prog.	Same as Adult Programs	NA
RE Teachers—Same as Adult Programs	Same as Adult Programs	NA
Core Teams-Music Director		
Choir	Eric Lane Barnes working on	
Ace Media Crew (Production)	Submitted, Needs Revision	
Caring Community Groups-Minister and Caring Coordinator (Milly Mullarky)	Common Charter Revised and Approved	1-10-17
Adult Children of Aging Parents	Extended Families	Parkinson's Disease Support
Collaboration Builders	Helping Hands	Widows Flying Solo
Covenant Circles Men's Support	Parents of Trans Youth	
Affinity Groups (Social/Topic) Minister and Membership Manager (Nicole)	Common Charter Revised and Approved	1-10-17
Informal Bridge	Library	Spirituality
Changes (Evolution of Grief Group)	Men's Breakfast	Women's Friendship
Coffee Klatch Parents of Teens	Military History	4 th Wednesday Book Discussion
Guitar Jam		

Personnel Committee - Jerry Bushnell

5/4/2018

For Consent Agenda: New sick leave policy, appended to report, this has been reviewed by the finance committee and the DFO.

For Future consideration by board:

1. We need written policy about which UUA guidelines regarding personnel matters that East Shore plans on following, and to whom they will apply
 - a. For example, policy about sabbatical leave for staff other than the minister
2. Relationship between ESUC board policies and the Personnel Manual. Currently this is not specified in the by-laws nor in the board policies. At this time, changes to the Personnel Manual are proposed to the board by the personnel committee, and approved by board vote

The below Personnel Manual policy was revised to comply with a new Washington State law regarding sick leave. The policy was also reviewed by the Personnel Committee for other changes. Text in bold indicates additions. All changes were required by law except where explained in [].

F. Sick Leave

SICK LEAVE ACCRUAL

Full time staff accrue sick leave according to the following schedule: **4.5 hours per month** for the first 6 months; 8 hours per month thereafter. **Part time staff accrue sick leave as a percentage of their scheduled work hours to full time hours, but the minimum sick leave accrual for any employee will be 4.5 hours per month.**

Paid sick leave is paid to employees at their normal hourly compensation rate.

When a relevant event occurs during the month (hire, change in scheduled hours, termination), for accrual purposes, the event is considered to occur on the first of that month.

Sick leave accruals shown on employee paychecks and direct deposit slips include the semi-monthly accruals for the month during which the employee is paid.

Accrued, unused sick leave (remaining balance) will NOT be paid to the employee upon termination of employment for any reason.

Exceptions to the standard sick leave accrual rate schedule may be made on a per-employee basis as long as each employee's accrual is at least 4.5 hours per month.

If an employee is rehired within 12 months of separation, East Shore will reinstate any unused accrued sick leave balance from the previous period of employment and the previous calendar days of employment will be counted for purposes of determining the employee's eligibility to use paid sick leave.

SICK LEAVE USAGE

Sick leave may be used as soon as it is accrued.

Exempt employees must use their sick leave in increments of one day. **Non-exempt employees may use partial day sick leave. [Added for clarity]**

Employees may use paid sick leave:

1. To care for themselves or a family member **for the following reasons: mental or physical illness, injury, or health condition; to accommodate the employee's need for medical diagnosis, care, or treatment of a mental or physical illness, injury, or health condition; or an employee's need for preventive medical care.**

A family member is:

- a. A child **including: a biological, adopted, or foster child, stepchild, or a child to whom the employee stands in loco parentis, is a legal guardian, or is a de facto parent, regardless of age or dependency status.**
 - b. A parent **including: a biological, adoptive, de facto, or foster parent, stepparent, or legal guardian of an employee or the employee's spouse or registered domestic partner, or a person who stood in loco parentis when the employee was a minor child.**
 - c. A spouse.
 - d. A registered domestic partner.
 - e. A grandparent.
 - f. **A grandchild.**
 - g. A sibling.
2. **When East Shore or the employee's child's school or place of care has been closed by a public official for any health-related reason.**
 3. **For absences that qualify for leave under the state's Domestic Violence Leave Act.**
 4. Bereavement, up to 5 days.
 5. Emergency child-care situations.

If the employee is absent unexpectedly due to personal or a family member's illness or injury, the employee should notify his or her supervisor as soon as reasonably possible.

An employee's supervisor may request medical documentation for sick leave absence of 3 days or more.

The sick leave taken amount printed on employee paychecks and direct deposit slips includes sick leave used through the end of the corresponding pay period.

SICK LEAVE CARRYOVER

Full time employees may carry over a maximum of **480 hours [A reduction from 520 hours. It seemed excessive when compared to national average sick time of 88 hours in private sector]** of sick leave from one calendar year to the next. Hours in excess of this amount will be lost.

Part time employees may carryover **480 hours** times the percentage of their scheduled hours to full time hours from one calendar year to the next. Hours in excess of this calculation will be lost.

SICK LEAVE DONATION [Allowed by new law at employer's option; recommended by Personnel Committee]

An employee may choose to donate accrued, unused paid sick leave to a co-worker for any of the reasons above.

Holly House Dev. Taskforce Board Liaison Report – David Baumgart

Friday, May 11 – the HHDTF began our meeting, but was not able to complete the meeting. Marcy Langrock (chairperson) scheduled a follow-up session at 5:30pm Monday afternoon (May 14) to complete the session. Unfortunately, the task force was not able to reach a consensus about whether to proceed with our vote at the annual meeting or delay the vote until the congregation could become more informed about all the options.

The Task Force recommends board approval to add Linda Freeburg as a voting member. This brings the total voting membership to 6, including Marcy (chair), Seth Hamilton, Benji Langrock, Bob Weiss, and myself.

We are planning our next Town Hall on May 20 immediately following church at 11:30am.

The proposed vote at our annual meeting, June 3, would be whether to sell the Holly House property to a commercial developer, seeking to maximize the proceeds from the sale, or sell the property to an Affordable Housing developer to allow the development of an affordable housing project.

Jack Slowriver, president of the Board, attended both the Friday evening meeting and the Monday follow-up session of the meeting and sent his summary and appraisal of the current situation to the entire Board and SLT:

(Thank you, Jack, for your summary.)

Hi friends,

Tomorrow's meeting has a lot of unexpected content. I thought that the content of our annual meeting would be an easy consent agenda item, but it's not going to be. In an effort to share as much information as I can in advance, I want to share a bit about how my thinking regarding the Holly House decision has evolved over the last week. I attended the last HH town hall, the Budget Town Hall, the Friday night meeting of the HHDTF, co-facilitated a conversation about white culture and the HH decision that was not divisive, had multiple conversations with members on Sunday, and attended another HHDTF meeting tonight. I have also offered my opinion on our social media page as a way to gauge how contentious this decision may be. After mulling over all of this information, I do not believe that we, as a congregation are ready to make an informed decision about the development of the HH property. Here's my reasoning:

- Affordable housing is a complicated, multi-faceted issue. I don't believe that the majority of the congregation understands the spectrum of housing options represented in the proposals - ranging from 25 transitional units to approximately 17 mixed affordable/market rate units. There is nuance and important detail contained within each of the 5 options before us. I don't fully understand it all and I have been paying attention and actively trying to educate myself.*
- We do not know if we will need to pay capital gains tax if we sell at market rate. We are unlikely to know this by the time that materials need to go out to the congregation.*
- We do not have a plan for how we will spend the proceeds of either sale. Anyone who's ever had a relative die with money in the bank and no will, can appreciate how a whole other level of tension enters the scene when the question of how money will be distributed is not clear.*
- I believe that this decision, because people are largely uninformed, is positioning our congregation to make another divisive decision in a highly emotionally charged atmosphere. No matter which "side" "wins," I believe that it will result in a further fracturing of our community.*
- The HHDTF does not have a unified recommendation as to whether or not we should proceed. (I'm not sure how they will ultimately vote - I'll leave that update for Marcy as Chair of the TF).*

For these reasons, I believe that pushing this decision to a vote on June 3 is not in the best interest of ESUC.

We could, instead, postpone the decision, plan a visioning weekend and look at the big picture of our entire campus and how we'd like to use our resources. We can take this opportunity to see that we're headed toward another contentious decision and instead choose a different, more holistic path.

Here's our end, just to refresh everyone's memory. In all humility, I know that I approved this end without fully appreciating how challenging this process would be:

"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. "

As I read this end, I think we've already not achieved it because we don't have a plan for the congregation to review and approve, we have another decision point with at least 7 scenarios embedded within. The Board has not, at least to my knowledge, received a comprehensive analysis of the options. This isn't because the TF has not been working hard. It is because there are many, many data pieces and limited volunteer hours to accomplish such a big task. But that could be a matter of semantics.

In any case, I should also point out that there are some negative impacts to postponing the decision. Here's what I understand to be the counter argument:

- *We will lose some credibility with all bidders*
- *Affordable housing developers potentially have access to grant funds that are time limited and potentially not available after this calendar year*
- *We would need to reform a new task force with a new charter*

Tomorrow, this decision will be ours to make as it is the Board of Trustees who are responsible for setting the agenda of the Annual Meeting. Thanks for taking the time to read and consider this email.

Best, Jack

Meetings Attended in the past 30 days:

- April 19 – HHDTF monthly meeting chaired by Marcy Langrock.
- April 22 – HHDTF Town Hall – was well attended by 40+ members. [Standing Room Only]. Bob Weiss and I provided balanced information about selling to an Affordable Housing developer or selling to a (market rate) commercial developer.
- April 26 - LifeWire, one of the bidders of the Holly House property – met with Rachel Krinsky (Exec director), Maria Williams (Mgr) and Kiser (Consultant), accompanied by Jason Puracal (DFO).
- April 30 - ARCH, central affordable housing funder to east side municipalities – met with Arthur Sullivan (Exec director), accompanied by Jason Puracal (DFO).
- May 11 - International Living Future Institute – met with Kathleen Smit (VP, Living Building Challenge), Al Tozer (Education + LBC Director), and Susan Puri (Affordable Housing Mgr), accompanied by Jason Puracal (DFO).
- May 11 / 14 – HHDTF monthly meeting chaired by Marcy Langrock (see notes above).

NEWS FLASH: At the May 15 Board Meeting – the board made the decision to postpone the vote on the Holly House for 6 months or less, as recommended by Marcy. Marcy spoke about the list of reasons why the Task Force recommended the delay. She also pointed out that the current task force scope of work had been completed, and she would be exiting the task force to assume her new position as Treasurer effective June 3.

NEWS FLASH #2: The board approved the membership of Linda Freeburg, who is now a member of the TF.

During the discussion about whether to delay the vote, ten different visitors and board members spoke about this decision. All who spoke agreed we should delay. There were several statements in support of selling to an Affordable Housing bidder, and I have included the following statement by Lynn Roesch as an FYI, below. Lynn is an active member of the Earth and Social Justice Coordinating Council.

Holly House Statement to the Board, 5/15/18 – by Lynn Roesch

Thank you, members of the Board, for time to talk about Holly House, and thank you, members of the Holly House Task Force, for your valuable work over many months.

I am here in support of the recommendation to postpone the June 3rd vote on what to do with the Holly House property. I feel, as do others who've spoken tonight, that East Shore is not ready to decide what to do with this land.

I believe we need to think more deeply about the way we consider Holly House. My reasons include various points, three of which I will mention briefly.

First - *We are, as the Revs. Christine Robinson and Jonipher Kwong pointed out on February 15th, exactly three months ago today, engaged in a "system of anxiety" and need to "focus on the difficult adaptive work of real engagement and cultural change."*

Have we done the "adaptive work" they reference in order to make cultural changes that shift how we function as a community? Our level of anxiety concerns me. I feel that we need to shift our paradigm before we undertake decisions as important as what to do with Holly House.

Second - *In terms of the guidelines inspiring our UU faith, I believe the Holly House decision would benefit from a process of discernment using the Seven Principles before we move ahead. For example, how have we considered our second principle: "Justice, equity and compassion in human relations"?*

What does equity look like when considering that we have property that could be used for people struggling to find housing in a region that has the third-largest homeless population in the US? Have we considered the value of compassion and what that could mean as we work together to provide a home for people who need a place to live in our expensive housing market?

Third - *The last consideration I'll mention tonight involves finances. It seems to me that our ongoing debate focuses overwhelmingly on the question of money. Should we instead be asking how we can best use our property to provide housing in an area that faces tremendous land scarcity? A large part of the problem is land scarcity. Should we talk with other communities, including indigenous people such as the Duwamish upon whose land we sit, other people of color, and faith communities, the list goes on? We know the cities of Seattle and Bellevue are talking about homelessness, what to do, the lack of land. We have an incredible opportunity to consider how to impact that conversation. Who knows what kinds of doors could open if we look at this as an opportunity to build bridges.*

I have other thoughts I can share, but I'll close for now. Thank you. Lynn Roesch

Submitted, David Baumgart

Right Relations Taskforce Board Liaison Report – Mark Norelius

Pam Orbach has completed 27+ hours of meetings with various stakeholders of the church. In addition, she offered an open meeting where all congregation members were invited. The purpose of the meetings so far has been primarily to build trust with Pam and her manner of addressing conflict and for her to understand the various issues we are dealing with. I am calling this first portion of her time with us Phase 1. When Pam returns from her sabbatical on May 20 the task force will be working with her to develop the first steps of the next phase. An important part of that development is understanding the leadership (Board of Trustees) role to expect. To that end she has asked that several questions be addressed. I am aware of the many issues being dealt with in preparation for the annual meeting. I am asking that board members spend some time thinking about these questions in preparation for the Board retreat in June, so we can have an in-depth discussion there. In the meantime, board members should feel free to engage me or other members of the RRTF prior to the board retreat regarding the questions. Her questions follow:

Given the policy adoption of the antiracist statement (see excerpt below), Pam Orbach has questioned the board as follows:

- What is the leadership function of the board?
- Does/Will this board have responsibility for setting the direction?
- Does it hold responsibility along with and aligned with the staff for leadership?
- How will the current make up of the board, predominantly white males over 60, predominantly from one group in the community that have not engaged in racial justice go about increasing the pace of change?
- What does equity mean for the church, on the board, and in the community?
- Is the board wanting to engage with how it could be doing things differently?

Additionally, the RRTF has been asked to address two separate conflicts within the church. The training for the facilitation team is not yet complete so they have and are being addressed by the task force leadership. In the interest of confidentiality, I am not including details in this report.

Training for the facilitation team should be complete by the end of June. Following completion of training there will be monthly meetings with the facilitation team.

Mary Anderson has been leading the RRTF in addressing the development of Covenants to be presented at the annual meeting. Mary has also been working with Ann Fletcher regarding misbehavior policy.

Respectfully, Mark Norelius

Right Relations Task Force Board Liaison

Excerpt from April 17 letter from Beloved Racial Justice Team:

As you evaluate how the Board and East Shore can most effectively support this position, as well as our principles, ends and mission, we invite you to consider the following points:

- 1. We urge you to explicitly support the Seventh Board End: "We will make measureable progress moving our congregation from a multi-culturally aware congregation to anti-racist as defined by Julica Hermann de la Fuente, with specific attention to lifelong Learning, pastoral care, and theology."*
- 2. We ask that you advertise that the future of East Shore depends on its authentic stance for justice and on its appeal to diverse members of the community. Clarity in these areas will enhance its vibrancy and position East Shore as a partner and haven in our diverse community, attracting those hungry for a congregation living these values.*
- 3. We suggest that you highlight the importance of spiritual growth in our congregation, encouraging the membership to do the deep work of self-recognition, building emotional resilience, practicing compassion for others, and committing to that which is higher and larger than ourselves. This growth can be accomplished with compassion and trust using Right Relations and Restorative Justice to lovingly acknowledge truth, embrace challenge, and address conflict, creating a vital unity that serves the real values of this church.*
- 4. We ask that you leverage our principles to support our commitment to address the original race-based sins of this nation. The future of our faith and our country depend on people like us having the courage to no longer live quietly complicit with systems of privilege and oppression that benefit white people at the expense of people of color, and to act to dismantle those systems.*

**Covenant of Right Relations
East Shore Unitarian Church**

This is a living document serving as the foundation of how we will interact within our church community. The covenant will always support the mission and vision of East Shore, but it can and will be changed, edited, and tweaked whenever the times and circumstances dictate.

We respect and honor our beloved community, ourselves, and others when we:

- Enter this space with a spirit of gratitude for this community and share it openly.
- Hold this community as sacred, balancing our personal spiritual needs with those of others to preserve a brave and safe space.
- Openly share our real selves, being vulnerable and trusting.
- Seek the joy and richness of diversity of people, experiences and culture. Embrace the voices and leadership of marginalized people in all areas of the church.
- Listen to others to discover their deepest needs and intent, with a willingness to be changed.
- Speak our perspective with honesty and respect, recognizing and caring about the possible impact on others.
- Commit to personal life-long learning of skills to help resolve and restore relationships through healing and forgiveness.
- Support the success of our staff, minister, board, and our congregational groups and committees.
- Strengthen and promote the values of our beloved community and Unitarian Universalism and carry them into the future and the larger world.

[The following note from the Right Relations Task Force and was sent by Louise Wilkinson:]

The Right Relations Task Force is pleased to present a final version of East Shore's Covenant of Right Relations to the Board. There have been several iterations and we believe this one accurately represents ES's values and aspirations. It is important to emphasize that this is a living document to be changed as necessary - this is the version we wish to present to the Congregation. We believe that those who provided suggestions and input to this process will recognize something of their contributions in the listed elements.