

East Shore Unitarian Church

Meeting of the Board of Trustees

December 2018

Board Packet

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Note on December Board Packet Contents

The minutes of the November meeting appear in the appendices (Appendix J). Also, appendices to all reports are collected at the end of the packet and lettered sequentially as shown in the table of contents

Agenda

ESUC Board of Trustees				
December 2018 Agenda				
18-Dec-18				
Host	SLT			
Start	End	Duration	Topic	Lead
6:45	7:00	0:15	Social Gathering	
7:00	7:05	0:05	Opening Words, Chalice Lighting	Steve
7:05	7:15	0:10	Check In	All
7:15	7:35	0:20	Consent Agenda	All
7:35	7:55	0:20	Nominating Committee and Open Board Position	Connie, Dennis
7:55	8:15	0:20	Holly House - Update and Timeline	Linda, Dave
8:15	8:35	0:20	Board Goals	Tom
8:35	8:45	0:10	Operating Fund Drive	
8:45	8:55	0:10	Executive Session	
8:55	9:00	0:05	Closing	Steve

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 Tom in advance!).

December 2018 Consent Agenda Voting Items

- Responding to Tom’s request for Board Goals.
- Responding to Marcy’s request for assistance with calling members and the annual OFD.
- Charters for Finance Team, Facilities Team, Grounds Team, Flower Team, Memorial Garden, and P-Patch.
- Funding for the Holly House Dev Task Force Feasibility Study, ref: David Baumgart’s BL report.
- Urgent \$10,000 expenditure for trimming hazardous trees (Jason’s report page 9).
- Update regarding financial costs related to downed Poles, Lines, and Cameras (Jason’s report page 11).

Board Reports

Developmental Minister's Report – Rev. Stephen Furrer

This December the worship calendar has been very busy, as is always the case this time of year. We have had two dramatic presentations and will have another this coming week. These require rehearsals. 4:00 and 7:00 pm Candlelight services on Christmas Eve are planned. Some Sunday morning double services have required different designs and different content for the 9:00 vs. the 11:00 service. Plans for upcoming services through June 2019 are near completion. Nicole Duff and I led an Usher Training module with 16 participants on Saturday morning, December 8.

Annual Program Fund: Last spring's pledge total equaled \$547,529.08. The additional ReCanvass pledges now = \$54,204 for a current pledge total of \$601,733.08. So far a total of 43 people have responded to ReCanvass appeals: 25 increases and 18 new pledges. Have Board members contacted all remaining holdouts? Meanwhile, the 2019-2020 canvass needs to begin immediately after the Christmas/New Years break. Ideas regarding who would be a good Chairperson and one or two assistants include: Mary Anderson, Sheridan Botts, Barb Clagett, Keely Cofrin Allen, Jeff & Michelle Danley, Ryam Hill, & Sue Yates. Other suggestions?

I continue meeting with ESUC committees and ministry teams, mapping out the coming year's strategy and directions. Nearly all Committee and Task Force charters have been completed: all will be submitted to the Board by the Jan. Board meeting.

- Lifespan Learning – winter course offerings are solidifying. Milly Mullarky and I will co-lead “Hindsight, Humor, and Hope: Who, Me, An Elder?” on six consecutive Tuesday afternoons from noon to 2:00 pm (2/26, 3/5, 3/12, 3/19, 3/26, and 4/2). A 3-part “UU Theology 101” will be offered as follows: April 28—Humanism; May 5—Naturalistic Theism; May 19—UU Christianity. These classes will be from 12:30 to 1:45 pm with childcare provided. Other offerings are also being considered.
- Membership – A 2-part *New To UU* orientation class will be held following the 11:00am service on February 3 and 10, 2019.
- Lay Pastoral Ministry – meeting with Core Team members and divvying up for visitation those ESUC members and friends who are homebound or in the midst of special healthcare needs.
- Achieves – Gearing up for East Shore's 69th birthday this January; the ESUC Timeline that was made in 2017 will be in the Sanctuary in January *with lots of room for additions*.
- Covenant Circles – Anne Kerlee has joined me in opening effort to reorganize this vital ESUC ministry.
- Personnel Committee – Working with Jerry Bushnell to complete earlier annual reviews for SLT. Discussion with the committee has led to a consensus that Eric Lane Barns should be offered the Director of Music position on a permanent basis with a celebratory installation sometime this coming spring.

Respectfully submitted,

Stephen Furrer

President's Report – Tom Doe

Holly House

There has been a lot of activity with the Holly House task Force. Thank you everyone for responding on the urgent request for funding the site feasibility study. We have on the agenda this month the Holly House Task Force. They have been tasked with giving the board a timeline at this month's meeting. I expect there will be some discussion of that timeline, which will give us confidence that we are on track for a March vote. I'm also hoping that we will hear something on the Dream Big initiative and how those results will be presented to the board. We can discuss this, but I believe that the board ultimately is responsible for establishing funding priorities, albeit with member input, which the HHTF has been working so hard to obtain. The use of the Dream Big work is also vital to the 2019-2020 operating fund drive, which needs a list of exciting and compelling budget items to encourage giving. With respect to a board recommendation, I believe we should wait until January or February when we have a clearer idea of the exact content of the ballot measures (but it does not hurt to start thinking about this).

Nominating Committee

This meeting will have a focus on activities of the nominating committee. Connie Hirnle will join us to discuss the nominating timetable leading up to the board slate for the June 2019 congregational meeting. Dennis Fleck and Jerry Bushnell have been working with the nominating committee on the filling of the open board position. We will hear from them on a timeline, possibly for a recommendation at our January meeting.

Right Relations

The November meeting focused on Right Relations and their proposal for a \$20K retainer for Pam Orbach's work. I attended the Right Relations meeting after the November 30 service. The testimonies I heard there along with emails I have received have convinced me that this is worth supporting. I expect that Jason will be reporting that we can use money from reserves to cover this, though Mark Norelius proposed using endowment funds last meeting.

While I support this proposal, our use of either endowment or reserves funds should have some discussion about whether or not a specific proposal is the highest priority for the fund's use. Particularly in a year when we are running a deficit, this is our fiduciary responsibility. I would also propose that this vote is strictly for committing the funds and for Jason to enter a contract negotiation. The Right Relations proposal implied that most this effort will go towards talking circles among the board. I suggest we defer on that decision until there has been discussion of alternatives and priorities for Pam's restorative justice work. We need to be clear on what we are restoring, who needs to be restored, and how we define successful restoration.

We also need to keep in mind that healing the church is the charge of our Developmental Minister. Everything we do with Pan Orbach needs to be subordinated, coordinated, and complementary with that effort. The UUA also is conducting a restorative justice effort regarding the district intervention early this year. I have heard from the UUA that this effort is to serve our church by healing remaining wounds from those events, and they are committed to it being supportive rather than independent of our minister's efforts. We will discuss this further in executive session.

Operating Fund Drive

I would like to remind all board members to complete the phone calls for 2018-19 pledge follow-ups before the board meeting. Regarding the 2019-2020 Operating Fund drive, the activity so far has been restricted to the minister and the membership director. They will need help, and we should discuss where that help is going to come from. This is a really urgent item for January.

Goals

One of the most important items on the board’s plate is implementing our 2018-2019 goals. The board deserves a pat on the back for its work at our retreat to define these goals. What lies ahead of us is assigning responsibilities for meeting those goals and for developing strategies. I have put this topic on the agenda for this month. So far no one has responded to my request for volunteers to work on this, so I have taken the liberty of doing the first cut on the assignment of responsibilities. For each objective in the Goals I propose that there be a staff member, a board member, the member team taking on the responsibility. The staff member will have the responsibility goal’s implementation; the member team will support the staff member’s work; and the board member will provide oversight. I also propose that the strategy for meeting the Goals will be developed by this three-part team. Please look at the table below and be prepared to discuss these preliminary assignments. If your name does not appear on this list, please consider where you can make a contribution.

2018-2019 ESUC Goals Rev. 1 (for comment)			
	Staff Member	Board Member	Member Team
1. Financial plan strategy			
1a. By 12/2019 implementation of endowment charter	Jason, Steve	Marcy, Lee	Financial Stewardship
1b. By 6/2019 Holly House vote	Jason, Steve	Dave	HHTF, Board
1c. 6/2020 Holly House funds disposition vote	Jason, Steve	Dave, Marcy, Tom	Financial Stewardship, Board
2. Developmental Ministry Goals			
2a. Inspire a healthier culture	Steve	Mark	Right Relations
2b. Continue policy-based governance implementation	Steve, Jason	Tom	Policy and Governance
2c. Leadership and volunteer development	Steve, Nicole	Dennis	Membership, Board
2d. Grow membership	Steve, Nicole, Aisha	Your name here	Membership, Worship, Board
3. Beloved Community: Measurable anti-racism progress	Aisha, Steve	Mark	Beloved Racial, Right Relations
4. Strategic Campus Plan	Jason	Your name here	New Task Force?

4a. Earth and social justice ministry hub	Steve, Jason	Your name here	SJCC
4b. Emergency response center	Jason	Your name here	Facilities
4c. Reduce environmental impact	Jason	Your name here	Facilities
4d. Measuring earth and social justice impact	Steve, Jason	Your name here	SJCC

December 2018 Finance – Treasurer Report – Marcy Langrock

- **Operating Fund Drive:**

1. The BOT has been asked to make calls to those members who are deemed “likely to pledge.” Everyone from the list has been assigned to a board member to call. The script from Steve was sent out last month. Please have the calls finished by the end of December. If you do not have the script or are not able to complete your calls, let Nicole know.
2. We need to plan for the next Operating Fund Drive. Nicole and Rev. Steve will be the staff members in charge of the Operating Fund Drive. I would like to see a strategy for the next Operating Fund Drive.

- **Endowment Subcommittee (ES):**

1. The ES did not meet this month.
2. The Endowment Charter was approved in the November board meeting. We had delayed the vote for a month to solicit comments from the membership. We published the charter in the Beacon and on the website.
3. The Investment Policy Statement has been updated and under review with the Financial Stewardship Committee.
4. The Endowment Brochure has been updated. A few brochures have been printed to have in the office to hand out with inquiries.

- **Financial Stewardship Standing Committee (FSSC):**

1. The FSSC met on 12/11/18. Steve Hirschey attended to educate us on water rights in King County and Washington State. It was very informative and surprisingly interesting. He has a vast knowledge on this topic and I appreciate his research and time. We discussed the possible water right for the Holly House property. It appears that we do not have an existing water right. It was also pointed out that we will need to disclose on the sales contract that the existing well on the Holly House property has not been decommissioned.

2. Claudia Hirschey, chair, lead the discussions “Dollars and Cents” as part of the Holly House Developmental Task Force. These meetings were on Monday, November 26th, 7:00 - 9:00PM and Sunday, December 9th, 12:15 - 2:15PM. Jason and I attended those meetings as well.
3. I would like to take this time to publically let everyone know what a valuable contribution Claudia has made to the community. Her leadership of the FS has benefitted the church immensely. Thank you Claudia!

Finance Team:

4. The Finance Team met on 12/11/18.
5. The audit/ review with Clark Nuber has been completed and finished within a day. Thank you to Lucy for gathering the reports and working with the accountant. The final report should be finished this month. Jason will include it with his reports either this month or next.
6. This is a very tight year for the budget. I would like to take this time to thank Jason for all of his work on finding new rental income and monitoring the cash flow very diligently. This has made a world of difference.

• **Treasurer Position:**

1. We need to follow process with respect to the contract being signed with a broker for the sale of the Holly House property. It is wonderful that so many experts, lawyers and real estate agents, have reviewed the contract. I would like to point out that neither Financial Stewardship, nor the Executive Director, nor the Treasurer have seen the contract. Per the Financial Stewardship charter which has been approved by the BOT, under “Committee Responsibilities and Decision-Making: -Review contracts in excess of \$25,000 and provide a budget assessment.” I believe this contract falls within that threshold. Although, I have not seen any details and am not sure of the dollar amount involved.

Our process is in place in order for the elected representatives and financial committees of the church to view our contracts through that particular lens, with respect to church’s finances. The lawyers and real estate brokers who review the contract are essential. Likewise, the volunteers and staff who have a fiduciary responsibility to the church also need to be included in the review process.

Being new to this position, I am still learning and am happy to hear other interpretations of the Charter, By-laws or Policy.

2. I am supporting the Right Relations’ recommendation to extend the contract for Pam Orbach. I have heard from several members who also support retaining her. Having a healthy community, where we can respect and love each other in happy as well as difficult situations is an investment in the long-term health of the church. I think this would be a step towards membership growth and retention.
3. I would like to be involved in the strategizing of our goals. I especially recommend we solicit input from the Youth Group for some of our goals. I appreciated the service they lead and know they have valuable perspective and energy.
4. I will be on the team writing up Jason’s evaluation. We will begin the evaluation once Dave Baumgart is back in town.

Executive Director' Report – Jason Puracal

Please note my absence from the Dec Board meeting as I will be on vacation.

Topics requiring Board Vote

- Charters for Finance Team, Facilities Team, Grounds Team, Flower Team, Memorial Garden, and P-Patch.

Consent Agenda

BOT Goal 1: Financial Strategy. ESUC has a five-year financial strategy. This will be reviewed on an annual basis.

- *By 12/2018 we will review the implementation of the endowment charter*
- *By 6/2019 we will have a congregational vote on disposition of the Holly House property*
- *By 6/2020 we will prepare the congregation for a vote on use of the proceeds from the Holly House disposition*

- I attended the Financial Stewardship meeting where the water well on the Holly House property was discussed with a guest speaker from WA Dept. of Ecology, Steve Hirsche. It was determined that there is no record of a water right that exists for the HH property, however ESUC can apply for a ground source irrigation well under the permit exemption on the main campus. It would be in our best interest to also take into consideration a Group A well permit, which would allow for potable water use in an emergency back-up scenario. In addition, we discussed the recent town halls presenting the 5-Year Financial Strategic Plan to the congregation, contracts, and upcoming budget process. Please see the Treasurer's report for more details.
- I attended both of the Financial Stewardship Town Halls to answer questions regarding the 5-Year Financial Strategic Plan and current fiscal year budget.
- I spoke via telephone multiple times with HHDTF Member, Roger Greene, to discuss the withdrawal of one of the proposals on the Holly House property, City process for maximizing density, and evaluation of proposals. Furthermore, I reached out to the Executive Director of the organization that withdrew the proposal to learn more about why. An in-person meeting is planned for January.

BOT Goal 2: Developmental Ministry Goals. During the tenure of the Developmental Minister, we will:

- *Inspire a healthier culture at East Shore*
- *Continue to implement policy-based governance*
- *Establish a leadership and volunteer development program*
- *Grow membership*

- I participated in the Staff Retreat, at which I presented on policy-based governance and ESUC organizational structure.
- I attended the beginning of the Puget Soundworks' concert fundraiser for ESUC. We are still awaiting the final reports from Puget Soundworks, however initial reports indicate net proceeds to ESUC in the amount of \$3,473.63.
- **I reviewed all Charter under my purview including:**
 - **Finance Team (see Appendix E)**
 - **Facilities Team (see Appendix F)**
 - **Please note: I did not approve this Charter as it is not in alignment with the Board guidelines around leadership term limits. I sent it back to the Team for discussion, and**

they are adamant they need the extended time because of the knowledge required to perform the tasks associated with the Team.

- **Grounds Team (see Appendix G)**
- **Flower Team (see Appendix H)**
- **Memorial Garden Team (see Appendix I)**
- **P-Patch Team (see Appendix J)**
- Social Media Metrics:
 - *Yelp for November*
 - 29 user views
 - 6 user leads
 - 2 Directions
 - 4 clicks to website
 - *Google My Business Report for November:*
 - 25,019 people found us on Google
 - 13 people called
 - 450 asked for directions
 - 225 visited the website
 - ESUC.org Analytics Nov 6-Dec 5
 - 1,097 users
 - 840 New Users
 - 1,705 Sessions
 - 4,364 Page views
 - 2:16 average session
 - 33.91% used mobile devices, 6.75% use tablet
 - Facebook: 726 Followers
 - Instagram: 123 Followers
 - Twitter: 49 Followers

BOT Goal 4: Strategic Campus Plan. By the 2020 Annual Congregational Meeting, we will have a Preliminary Master Campus Plan that leverages the value of our infrastructure resources for the purposes of:

- *Becoming a hub of earth and social justice ministry teams and affiliated outside organizations*
 - *Serving as an emergency preparedness and response center*
 - *Reducing the environmental impact of our facilities and membership activities*
 - *Measuring impact of our earth and social justice activism to ensure the resources of our community are being used most effectively*
- The Grounds Team received three bids for the tree work outlined in my November Board report. Each came in close to \$15,000 in total cost. I met with the Chair of the Grounds Team to discuss what trees create a hazard to property/persons thus need to be dealt with immediately, versus those that could wait until the next fiscal year. The issue of liability is difficult to determine as when the tree will fall or the extent of the damage to high branches without climbing the tree is impossible to know. With this liability lens, it was determined that ~\$10,000 of tree work is urgent. The Facilities Manager plans to discuss budget with the Grounds Team and other potential sources of funding from other Facilities related Teams. The Grounds Chair has recommended one specific bid and has asked the arborist to come back to help assess priorities. There is also the issue of the fallen light poles in the lower parking lot. These wires made some of the tree work more difficult, thus more expensive, and with them being down right now, it is possible to get some of the tree work completed at a lower price than bid. I am notifying the Board that I have given my approval to move forward with this work with a maximum expected amount for this large unbudgeted expense at \$10k (there is a time urgency due to the coming winter weather). I will try to

accommodate the expense within the current operating budget, however a portion may need to be paid for from the Designated Fund Facilities Reserve and/or the General Reserve. If so, I will formally request this from the Board.

- The Staff completed a CPR/AED training taught by Bellevue Fire Department.
- I met with Roger Corn, Treasurer of the Khasi Hills Ministry Team, to explain the accounting procedures and budgeting process of East Shore. Roger was thinking of running all of the Team's income and expenses through the liability account, similar to how we treat Second Sunday. I explained the restrictions around the liability account and less flexibility it would offer to the Team.

Additional Finance Activities

- I met with the Finance Team. We discussed the November 2018 month-end financial reports, OFD status, point of sale credit card processing, ACS upgrade, the procedures engagement, process for recurring receipts, bonuses paid, Minister moving expense tax, pledge update statements, and the insurance claim update.
- The month-end reports created for November 2018 have been emailed to the normal distribution list. For the Board's review, I have included the Nov. 2018 Summary Income Statement (see Appendix A), and the Nov. 2018 Balance Sheet (see Appendix B). The Nov. 2018 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.
 - According to the November 2018 reports, the total income from donations for Nov were ~\$6k higher compared to the 17-year average of pledges, and about \$8k higher 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 ~\$36k more than the 17-year average, approximately \$1k higher than the 5-year average, and approximately \$22k higher than what was brought in last year during Nov. This is attributed to the re-canvass efforts, the Auction, and the higher than anticipated rental income. Our monthly expenses were on par with last month and what was budgeted to be spent monthly. East Shore had a surplus for Nov of approximately \$10k. Year-to-date East Shore is running a surplus of ~\$146,500 providing a runway of one and a half months of operating expenses. This is typical of our cash flow at this time of the year.
 - It should be noted that in the reconciliation of the balance sheet, there is a \$250 discrepancy. We believe this is related to the Fund-A-Need overlaps (2016 and 2017). The Bookkeeper has scheduled a meeting with our past volunteer retired CPA to see if they can resolve this issue.
- OFD update as of 12/06/2018
 - Total Original Pledges: \$547,529.08
 - Recanvass Additional: \$53,404
 - Total Confirmed Pledges: \$600,933.08
 - Likely: 37
 - Likely \$: \$43,843.54
 - Total Confirmed + Likely: \$644,776.62
 - Board Members were assigned to call or meet with those still considered "likely".
 - See President's, Treasurer's and Developmental Minister's reports for more details on the re-canvass.
- I have run out budget projections based on information thus collected in the fiscal year, as well as numerous assumptions from the congregational approved budget. The model indicates a deficit of \$48,851.67 for the fiscal year. The "mop up" of the re-canvass will be the critical factor to determining if we end the fiscal year with a balanced budget.
- Per the November Board vote, the bonuses to Staff who were employed with ESUC at the end of last fiscal year were paid on 11/28/2018. I could not find a record of how the total amount accrued was calculated.

I did find a calculator setup by our retired CPA volunteer for the bonuses paid in July 2017. Utilizing that calculator, the total gross amount in bonuses came to \$6,593.26 including all taxes. The amount accrued was \$5,312.50. The difference of \$1,281.26 was paid out of this year's Operating Fund, impacting the payroll budget in contradiction to what I indicated to the Board in November for the vote.

- I signed a contract with First Data, the merchant services provider from BECU, for a point of sale (POS) device called Clover Go. I also purchased a discounted tablet during Black Friday (\$120 down from \$240). I then set up the account, provided security access to the Bookkeeper and the Facilities Manager with input about each of their needs, and trained them both how to utilize the system. This was the recommended device from the Finance Team and is in response to several Teams asking for a POS over the past couple of years. East Shore can now take credit card and phone payments at the door for events/classes. The first trial of this new device will be for the gingerbread house event. The device will be managed by and checked out from the Facilities Manager.
- In response to the Developmental Minister asking whether he could submit one receipt for all recurring insurance costs, the Finance Team concluded that one set of receipts is necessary to establish the known changes to health insurance costs for the Developmental Minister and spouse. Any future changes to this payment would be the responsibility of the Developmental Minister to notify the Bookkeeper and provide required documentation.
- Clark Nuber, the CPA firm contracted with to perform the agreed upon procedures engagement, completed their work on 11/29/2018. Prior to his departure, the CPA let us know that he did not find anything alarming, just a few minor issues and recommendations. We are awaiting a final report, which will be shared with the Finance Team, Financial Stewardship Committee, and the Board when available. Much appreciation to the Bookkeeper who compiled many of the documents and assisted the CPA when needed during the engagement.
- It was confirmed at The Church Network event and by the UUA Office of Compensation, that, beginning January 2018, moving expenses paid by the church on behalf of the Minister are considered taxable income to the Minister. The CPA firm, Clark Nuber, recommended utilizing a tax rate of 22%. The actual tax due to the Minister may differ (higher or lower) depending upon total income, tax rate, deductibles, etc. for the calendar year. The tax withheld on the moving expenses was split between the last two paychecks in December.
- I authorized the transition of our ACS On Demand integrated system to the ACS Realm Multiply system. This change in software was discussed with Staff multiple times, with access to online information, videos, a conference call with an ACS representative, and follow up emails. Currently, the system will only require migration of our membership database. There are numerous benefits to the new system including user Groups for members, phone/text giving, confidential Pastor's portal, and phone check in for RE classes. We were able to take advantage of a promotion that will only cost the church \$450 as a setup fee, and no additional monthly charge for 6 months. Afterwards, the increase is ~\$26 per month. The transition is planned for late January. Information sessions for Members to utilize this new benefit and connectivity will be programmed in the new year.
- Pledge update statements are planned to be handed out this coming Sunday during worship service, and any remaining mailed on Monday. This statement thanks donors and encourages members to submit their pledge prior to December 24, 2018 to gain credit for the donation in this calendar year (note: the church will be closed Dec 25 through Jan 1).

Additional HR Activities

- I completed the background check remaining for one Volunteer RE Teachers.
- I completed reviewing all current employee files and informed the new Chair of Personnel Committee that they could continue with their audit process.
- I participated in a webinar with Highmark, the provider for the UUA Health Insurance. They are making changes to their Health Savings Account provider. PNC Bank is the new custodian. Apart from a blackout

period between December 24- January 4, it should be a seamless transition for all employees utilizing these services, and the benefits include a new portal and new mobile app. This information has been relayed to the Staff.

- I participated in a Staff holiday potluck and gift exchange. It was a warm, fun event enjoyed by all, and I appreciate the Staff moving the date up to include me due to my planned vacation.

Additional Facilities Activities

- I spent ~7 hours over 3 days with Microsoft tech support resolving a crash of their Office 365 program update.
- Church Mutual informed us that the claim for the damage to the lower parking lot poles, lights and cameras came back from the adjuster at ~\$11k. Minus our \$2,500 deductible, they are sending us a check immediately for ~\$8,500. They are leaving the claim open, and encouraged us to send written proposals for the repair/replacement work to be done so they could adjust the total claim amount. They have notified the insurance company of the Dental Van, who caused the damage, of a subrogation claim, and will compensate us for the deductible if they receive payment from the other insurance company. A proposal for repair and reinstallation of the security cameras has been received. We are awaiting a proposal for the poles and lights from our electrician.

Discussion Agenda

- Right Relations Committee proposal:
 - At the request of the Right Relations Committee, I drafted a 1-year Service Agreement with Pam Orbach in relation to the proposal submitted to the Board in November and planned for discussion at the December meeting. There is a pending issue of mutual accountability that needs to be flushed out, if the Board approves the proposal, thus why the contract is not included with this report. Feedback from Finance Team was received, and a copy of the draft proposal was sent to the Chair of Financial Stewardship for review.
 - With regards to the compensation amount listed in the proposal, it is my recommendation that the total fee amount for the current fiscal year (\$10,000) be not taken out of the Designated Fund Endowment account, but rather the Designated Fund General Reserve. Per the Charter of the General Reserve account, it is for unbudgeted expenses that occur during the fiscal year and is under the Board's direct control. There is still approximately ~\$60k in this account. In reality, these funds are in our Chase checking account, and it doesn't make sense to pull from an interest/dividend earning account like the Endowment when these reserve funds are available. Furthermore, as we are in a deficit year, it is better to save the potential withdrawal from Endowment for a one-time expense closer to the end of the fiscal year, only if needed.
- In response to Paul's direct question prompted by Pam Orbach, "How can the Board better support me?" I would like to share the following:
- This isn't about me. In the same way my letter to the Personnel Committee wasn't about Bob, and in the same way Aisha's report wasn't about whomever. This is about the Board making a conscious decision about the path of East Shore. No matter the preference of leadership style, the Board, through not only policies and decisions, but also through behavior, actions and reactions, influences the rest of the congregation. Board Members are leaders by default of the position. This Board needs to decide what type of leaders they will be in the context of what the faith is calling for congregations to prioritize. And to be clear, the UUA is calling for racial equity within the faith. In order for the Board to appropriately respond to that call in the best manner to serve the congregation, each Board Member must self-educate, self-reflect, become self-aware of how they show up in community space in the context of race. What would support me the most is having every Board Member investing in themselves to become more culturally aware.

Respectfully Submitted,
Jason Puracal
Executive Director

Director of Lifelong Learning's Report – Aisha Hauser

BoT Goal: Beloved Community

We will nurture a sustainable Beloved Community by making measurable progress moving our congregation from multi-culturally aware to anti-racist with specific attention to lifelong learning, pastoral care, and theology.

Right Relations Team

The RRT has been meeting regularly with Pam Orbach and with the facilitation team. On December 2nd the RRT held a meeting after each service for members of East Shore to ask questions about the process and to provide updates. Both meetings were helpful and engaging. The gathering after the second service was compelling and offered an example of the results of the kind of skill-building we have been engaging in for the past several months. A group of about twenty people, many of whom have been part of circles with Pam, engaged in a thoughtful, heartfelt and difficult conversation about the importance of this work. The most inspiring aspect for me was, even without Pam in attendance, her influence and modeling was present in how we respected each other and our perspectives. This is directly due to the skills we have been learning from Pam about restorative processes and compassionate listening.

Children and Youth

Amanda Uluhan and the Lifespan Integration Team have been instrumental in the consistent quality programming for children and youth each Sunday morning. We are learning how to provide high interest programs at 9am, where the attendance has been sporadic, depending on the Sunday. The 11am continue to offer the traditional RE curriculum with age appropriate programming from preschool through high school age youth.

This month's report includes attendance along with registration numbers. It is important to note that numbers alone are not helpful in assessing success. East Shore's demographics skew older and that was true when I was hired in August 2013. I recognized right away that growing East Shore's RE program would require much more than simply offering programming. Simultaneous to quality programming, there needs to be the desire of most of the congregation to have families be included (not just 'welcomed') in the community. I am grateful to Rev. Steve for his enthusiastic welcome and endorsement of the multigenerational services where children are included through the activities they can participate in while the service is happening. I have received positive feedback from families with children about this new way of including all ages. It will take time and an eventual culture shift to demonstrate what inclusion really entails. I am hopeful and inspired by those members at East Shore who affirm families and children of all ages as part of our East Shore community.

The youth led service on December 2nd was inspirational and well received. The youth encouraged children of all ages to be welcomed in the service and their efforts to present an inspirational service was evident. Kudos to Amanda Uluhan, Leatha McKenzie, Bill Chappel and Nancy Barnes for leading the high school youth program this year!

RE Attendance Numbers for Nov/Dec 2018:

11/18: Multigenerational Thanksgiving Day service: 8 in preschool

11/25: 38

12/2: Multigenerational youth service led by 10 HS youth: 9 in preschool

12/9: 51

RE Registration Numbers:

57 children & youth registered (and 10 regular attendees w/o registration)

Cookies & Carols: 8 children, 35 adults

Adult Programs

Ryam Hill has been streamlining the process to initiate adult programs. This will create more opportunities for folks with talents to share to offer adult programs at ESUC.

Rev. Steve Furrer will offer a UU Theology Class series this spring-

April 28-Humanism

May 5-Naturalistic Theism

May 19-UU Christianity

UUA Involvement

UUA Nominating Committee Chair- This year I have been serving as the Chair of the UUA Nominating Committee. Our work this year has consisted of attempting to create leadership opportunities for people from diverse backgrounds and skills. This is one way to enrich our wider faith.

Pacific Western Region Healthy Congregations Team- I was invited by Rev. Tandi Rogers to be part of the PWR Healthy Congregation Team. This Team is called on by congregations when support is needed during a time of crisis or conflict. I am using skills I have learned from the restorative practice taught by Pam Orbach in this work.

Respectfully Submitted by,

Aisha Hauser, MSW

Liaison Reports

Personnel Committee – Jerry Bushnell

Consent Agenda:

- New Termination Policy, this will replace the current Part IV, Section Q entry into the personnel manual. New policy is attached

Ongoing work:

- Recruitment of new members, committee is down to three, please notify Sheridan Botts if you know anyone with Human Resources experience that might be a candidate for the committee
- Updating job descriptions
- Goals for 2018/2019 to complete charter
- Finishing loose ends in personnel folder audits
- Supporting staff with benefits information

Policy and Governance Committee – Ann Fletcher

1. Background information on proposed policy 5.1-5.3. Dennis Fleck had requested that P&G and Right Relations Committees provide a draft of policy language to address prevention and resolution of conflict within East Shore. Ann worked with Mary Anderson on the draft. It has been approved by the RR Committee.

P&G discussed the background information and impetus for this policy recommendation. We reviewed the policy and made some suggestions for edits. We also decided that the Personnel Committee should review the policy and determine impact on the Personnel Manual and ways to communicate the policy to staff. Ann will forward feedback and next steps to Mary Anderson. She will send the edited document to Tom so that he can discuss it at the Executive Council next Tuesday. Tom predicts that it will not be on the December Board agenda. Maybe in January.

2. Charter Tracking Table (see Appendix) shows nearly all the charters are completed. Ann will continue to work with groups on completion. She has emailed group leaders to request that they answer the Section B #5 questions about their groups' relationships with the 2018-19 Goals that the Board recently adopted. Those who have turned their answers in are indicated with an * on the charter tracking table. She will also send the answers to Tom to use in developing the strategic plan.
3. We reviewed the Right Relations Charter. After significant discussion, we determined that much of the charter were commendable, and other parts needed more work. We recommended some edits as well as some explanations and questions to the Right Relations Committee. Being a new committee, we expect some areas are still developing, and we will offer some assistance if needed. Ann will communicate the feedback to Mary Anderson to share with Right Relations Committee.
4. Ann requested P&G be a focus at a Board meeting soon. P&G would like to share plans for and get direction from the Board about further implementation of Policy Based Governance, according to the Board Goal under Developmental Ministry, and about our communication and education of the congregation. P&G would also like the Board to be involved in a decision about Board Committees providing detailed monthly reports in the Board packet, which is archived, in place of the committees sending their minutes to archives.
5. Next regular meeting of December 25 is cancelled. Jennifer will be leaving December 16 and will return in April. During that time, Ann will communicate with Tom via email and as needed in person. She will continue to seek additional P&G members.

East Shore Social Justice Ministry Teams Report - Lynn Roesch

MINISTRY TEAMS

ANSWER Nepal

There has been no activity regarding the ANSWER Nepal ministry in November.

Submitted by Margaret Hall.

Beloved Racial Justice (BRJ)

In November, those holding the Flash Stances saw increases in attendance from the community of Kirkland due to social media exposure and news events happening in Kirkland, with numbers in the 15-20 range. The Northlake minister joined us this last month. We saw a small increase in Issaquah and Bellevue, also, reaching 4–10. We have the potential of reaching 15,000 people each week in two posts, and we are seeing non-Unitarian people show up in support of what we do. Of those that give a reaction as they pass, 98% are still positive. However the tenor, verbiage and intensity of dissenting voices has gone from "All lives matter" to "White lives matter, don't you forget that" and there have been some expletives against black people. I am encouraged and empowered each new Sunday by the increasing turnouts. The fact that we do these small weekly demonstrations has reached other populations. Besides being asked to present at the UU Justice Summit, I was also asked to speak at the Plateaupians vigil for the Philadelphia Temple murders. So, our impact is not just on the growing interest in actually coming out to stand with us, but in the awareness that we are there and available to spread the word of "getting a conversation started" as Manuel Brown has so eloquently put it.

The Beloved Racial Justice Team held another "Going Deeper" session with Pam Orbach. The white people continue to explore our their internalization of white cultural norms, such as individualism and task-orientation, that block us from truly understanding what people of color need from us. We are exploring what we need to feel we can show up fully – to be in authentic community, and why we do this work the way we do it.

Submitted by Maury Edwards and Louise Wilkinson.

Climate Action (CAM)

Activities for CAM in Sept. included:

Nov. 5 – CAM monthly steering committee meeting

Nov. 18 – three CAM members participated in the JUJusticeWA teleconference on legislative priorities.

Also in November, we arranged for an artist, Carolyn Law, to show her work "Rural Voices on a Changing Environment" in the gallery next year.

Submitted by David Chapin.

Congregations for the Homeless (CFH)

The ministry for Congregation of the Homeless completed their annual ministry on 31 October. November was spent finalizing financial statements and completing our Charter for submission. At the Year-Round-Rotating Shelter in October 2018, we had six (6) men exit the shelter: 3 rented places, 1 went to stay with friends/relatives on a permanent basis, 2 went to another shelter. The Success rate = 67%. Ten (10) men came into the shelter. On average 34.6 men stayed there each night. 40 men spent one or more nights at the shelter (one man exited and re-entered). We provided 1,072 bed nights. Dean Dubofsky attended the monthly CFH liaison meeting.

Submitted by Peggy Phillips.

Crossroads Meals Program - No report submitted

Food Bank

1. November's total was a wonderful 59#!

2. I will be announcing a short month for donations in next week's e-blast via Nicole. Since the church is locked up while staff is off during the holidays, I am trying to arrange drop off of all food items a bit early, so I can get them to take to Hopelink.
3. Finally, I am coordinating with Amanda for the Youth to help with the food cart donations during January.

Submitted by Ryam Hill.

Earth and Social Justice Coordinating Council (ESJCC)

1. Council liaisons continue to work with their ESJ teams to listen for their needs, provide needed support, and assist with charters and connections with governance and other teams. Eleven Earth and Social Justice Teams have completed their charters and two are nearly done. All teams are now writing about how their teams' work relates to the 2018-19 Goals recently adopted by the board and working on their impact statements for Nicole's impact report.
2. The schedule for teams to share the ESJ table in the foyer after services and the ESJ bulletin boards in the North Room continues provide opportunities for outreach to members and visitors. In addition, teams are encouraged to mingle with congregants before and after services to converse about their projects.
3. The Council is sponsoring the annual UUSC Guest at Your Table fund drive which starts in November and ends in December. UUSC is a non-profit group that supports the social justice actions of the UUA. Funds are used nationally and internationally to help marginalized and extremely poor people gain the rights they need to better their lives. Marilyn Mayers is the coordinator of this effort at East Shore.
4. East Shore held a session of JUUSTICE Washington's legislative priority conference on the afternoon of on November 18. The group will lobby for specific bills related to earth and social justice in the state legislature. Mike Radow facilitated, and Ann Fletcher, Louise Wilkinson, Marilyn Mayers, Cathy Barich, and Maury Edwards participated.
5. Faith Action Network (FAN), another Council affiliate, held a dinner and fundraiser November 18. This interfaith group also advocates for specific earth and social justice causes at the state and local levels. Jane Sisk, Council rep to FAN promoted the event and arranged a carpool with herself, Cathy Barich, Marilyn Mayers, and Ann Fletcher representing East Shore at the event.
6. The Council worked with Steve to arrange for a Holiday Appeal for East Shore's Emergency Fund. This provides church and community members in need with one-time expenses for food, clothing, rent, transportation, etc. Proceeds from the appeal will be distributed by the minister through the minister's discretionary budget line item. Steve composed the letter which went out via eblast and snail mail in early December.
7. The Council is now working on plans to meet the rest of their goals in 2019.
8. The Council invites any member who is interested in ESJ to contact them or to visit one of its meetings.

Submitted by Ann Fletcher.

Good Start Back to School - No report submitted

Holiday Giving Tree

The Giving Tree Ministry Team set up our beautiful new Christmas Tree in the Foyer on November 8th, complete with 300 tags from 7 agencies from the greater Seattle area. Many tags were picked up by friends and members of East Shore through the month, and many gifts were returned. We had articles in the Beacon, the Blast, and Sunday morning announcements during the services to inform folks about the Giving Tree.

Submitted by Emily Winstrom.

Khasi Hills Partnership

While we were not able to meet as a team in November, we made progress on several fronts. Our treasurer, Roger Corn, met with Jason Puracal to get further clarification on financial policies of the church.

Fran Corn created a new bulletin board of photos and information on our partners for the month of October and was at a table in the gallery for several Sundays to share information with the congregation about our partnership.

Barb Clagett got to see Karen McManus in Washington DC and had good conversations with her regarding our annual Trinkets and Treasures sale this coming August. Karen is joining a UUPCC tour of the Khasi Hills in Feb. 2019 and will stay an extra week to work with teachers at the Friendship School.

Barb also finished her article based on recent interviews she had with 13 former Khasi students of a well-known British Unitarian teacher and minister who lived in our village of Kharang for nearly 35 years. Her teaching many Khasi students in unique circumstances transformed their lives. The article will be published in the UUPCC newsletter as well as posted on the ES website.

Submitted by Barb Clagett.

P-Patch

P-Patch Team is in the process of researching and vetting Food Justice non-profits to select the recipient of the team's earnings from the produce table this summer and fall--over \$900!

Submitted by Ann Fletcher.

Second Sunday/Share the Plate

There is nothing to report for the month of November as we are not responsible for November.

Submitted by Jane Sisk.

Women Helping Women (WHW)

Women-Helping-Women had another busy month. In November:

- ☐ Our Lake Hills Elementary volunteers continued tutoring 2nd graders. We continue to recruit other volunteers for tutoring, as well as for library help, art room, and the parent resource room.
- ☐ Our Sophia Way project involved 8-10 volunteers who provided approximately 60 meals for the shelter. We started a Christmas Drive, collecting much-needed winter items such as scarves, mitten, hats, gloves, and socks.
- ☐ We started planning the Spring fundraiser for the UUSC sponsored program that supports Rohingya refugees in Myanmar. We will be working with MAPS and other Muslim organizations on this project.

☐ We have 127 names on our email list.

Submitted by Laurie Wick.

AFFILIATES

JUJustice Washington

Seven Eastshore members (1 remotely) joined two dozen other UUs from around the state to hear updates on several issues and were invited to suggest other priorities for the 2019 state legislature. We discussed among our own group and then reported out. Each person who participated received an electronic ballot to pick their top three priorities. When tallied we will have our legislative priorities. As a reminder, this new organization, JUJustice Washington, evolved from the partnership of the Northwest UU Justice Network and Washington UU Voices for Justice.

Submitted by Mike Radow.

Meaningful Movies/Eastside

The November Meaningful Movie was “Wasteland,” which documents artist Vik Muniz’s journey as he travels to Brazil where he photographs “catadores” in the world’s largest garbage dump. During his three year collaboration, these inspiring characters reveal emotional aspects of their lives and their ability to transform themselves and those around them. The screening took place at St. Margaret’s Episcopal Church for a small audience. In addition to Lynn Roesch, East Shore members of this group now include Cathy Barrich and Jenny Hall.

Submitted by Lynn Roesch.

Unitarian Universalist Service Committee

East Shore launched its annual Guest at Your Table program in November. Solicitation for donations to this campaign will continue through the end of the year. We have begun exploring possible program ideas for next year related to UUSC’s support for the Rohingya in Burma.

Submitted by Marilyn Mayers.

Holly House Development Task Force – David Baumgart

Linda Freeburg, chairperson, Laurie Adams as co-Leader, and Trevor Hall as secretary of the task force continue to provide overall leadership for this very busy taskforce. Sue Yates, is also contributing her skill and energy to the Dream BIG workshops – an initiative that is now in the third month of meeting with members of the congregation and gathering their ideas.

The 2018-19 Holly House Development Task Force continues a very busy pace of meetings, planning, and other effort as we prepare for the congregational meeting in February. Every member of the task force has now signed conflict of interest statements. Please refer to Attachment M – the HHDTF TimeLine.

Communications: There have been multiple Beacon articles as well as updates to our web page within www.esuc.org. There have also been inserts in the Order of Service, facebook, and eBlast updates.

Dream Big: Tom Doe wanted to know what’s happening with the dreams from the conversations. He would also like us to keep the Board informed on outreach efforts. We will keep Tom and Dave updated with our communication plans. There is one remained scheduled conversation (Diversity & Inclusion), and requests for conversations with: parents/young families, membership development, and staff.

Claudia Hirschey, chair, has led the discussions on the financial health and sustainability of the church for the Holly House Dream Big meetings on **Monday, November 26th, 7:00 - 9:00PM and Sunday, December 9th, 12:15 - 2:15PM.**

Upcoming education sessions: Financial Sustainability & Development on **11/18 @ 12:30 PM and 11/26 @ 7 PM, and Affordable Housing TBD.** There is also a proposal for a how do we vote/how do we decide series of conversation, probably in January & February, leading up to the vote.

Affordable housing: Roger, Dave, and Carrie are reviewing the proposals from the previous bidders. They still need to reach out to the bidders with questions for clarification.

The congregation will need to be apprised of the risk of closing for any bid proposals. Linda will include that topic in her education session.

Roger, Carrie, and Dave are now communicating updates to the 3 affordable housing bidders. In person meetings have been held with Attain Housing, Life Wire, and DASH. Unfortunately, we have learned that Homestead has withdrawn their bid, informing us that their goals have changed to be more focused on racial justice.

Market-rate bids: We are now finalizing the contract with CBRE as our listing agent in an effort to receive more market rate bids.

Consent Agenda Item: **During the past two weeks, the board voted unanimously, via email, to authorize the HHDTF to proceed with an \$1800 feasibility study as recommended by CBRE. The board approves the funding of these \$1800 as recommended by our Executive Director, Jason Puracal, either from the operating budget, or from the General Reserve fund – should the operating budget experience an end-of-year deficit. Ref his email received on Dec 12 at 6:15pm.**

Submitted by David Baumgart

APPENDICES - Appendix A: November 2018 Summary Income Statement

Date : 12/07/2018
Time : 3:28:28 PM

East Shore Unitarian Church Monthly Income Statement - Summary November 2018

Page : 1

Note: The Report Option to include Open Transactions is selected.

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	42,470	62,750	20,280	331,468	313,750	(17,718)	753,000	44.02 %
Income - Program Fee Pmts	779	725	(54)	7,988	3,625	(4,363)	8,700	91.82 %
Income - Fundraising Event Pmt	42,092	3,646	(38,447)	46,822	18,229	(28,592)	43,750	107.02 %
Income - Facilities Rental Pmt	18,704	17,079	(1,625)	101,738	85,394	(16,345)	204,945	49.64 %
Income - Dept Activities Pmts	2,680	6,263	3,583	21,680	31,316	9,637	75,159	28.84 %
Income - Other	1,622	6,816	5,194	78,674	34,079	(44,595)	81,790	96.19 %
Total Revenues	108,347	97,279	(11,068)	588,369	486,394	(101,976)	1,167,344	50.40 %
Expenses								
Payroll Expenses								
Wages	51,020	46,519	(4,501)	226,231	232,597	6,366	558,232	40.53 %
Payroll Taxes	3,448	3,484	37	17,157	17,421	264	41,810	41.04 %
Payroll Benefits	11,593	10,331	(1,262)	45,061	51,653	6,592	123,967	36.35 %
Total Payroll Expenses	66,061	60,334	(5,727)	288,449	301,671	13,222	724,009	39.84 %
Program Expenses								
Administrative Expenses	9,289	9,509	220	21,095	47,547	26,452	114,113	18.49 %
Facilities Expense	2,485	7,810	5,324	42,166	39,048	(3,118)	93,715	44.99 %
Business Expense	6,217	6,523	306	28,823	32,613	3,790	78,272	36.82 %
Office Expense	1,827	2,218	391	10,902	11,092	190	26,620	40.95 %
Fundraising Expense	2,960	1,187	(1,773)	3,038	5,937	2,900	14,250	21.32 %
Advertising & Marketing	0	227	227	40	1,133	1,094	2,720	1.45 %
Interest & Loan Expense	9,470	9,470	0	47,352	47,352	0	113,645	41.67 %
Total Administrative Expenses	22,960	27,435	4,475	132,321	137,176	4,855	329,222	40.19 %
Total Expenses	98,310	97,279	(1,031)	441,865	486,393	44,528	1,167,344	37.85 %
Net Total	10,037	0	(10,037)	146,505	0	(146,504)	0	0.00 %
Other Revenues								
Designated Revenues	18,656	0	(18,656)	(9,550)	0	9,550	0	0.00 %
Restricted Revenues	9,625	0	(9,625)	9,625	0	(9,625)	0	0.00 %
Revolving Revenues	0	0	0	0	0	0	0	0.00 %
Total Other Revenues	28,281	0	(28,281)	75	0	(75)	0	0.00 %
Other Expenses								
Designated Expenses	0	0	0	82,671	0	(82,671)	0	0.00 %
Restricted Expenses	0	0	0	2,600	0	(2,600)	0	0.00 %
Revolving Expenses	170	0	(170)	6,758	0	(6,758)	0	0.00 %
Total Other Expenses	170	0	(170)	92,029	0	(92,029)	0	0.00 %
Net Operating Total	38,149	0	(38,149)	54,551	0	(54,550)	0	0.00 %

Appendix B: November 2018 Balance Sheet

Date : 12/07/2018
Time : 3:07:30 PM

East Shore Unitarian Church
Balance Sheet
November 2018

Page : 1

Note: The Report Option to include Open Transactions is selected.

Accounts

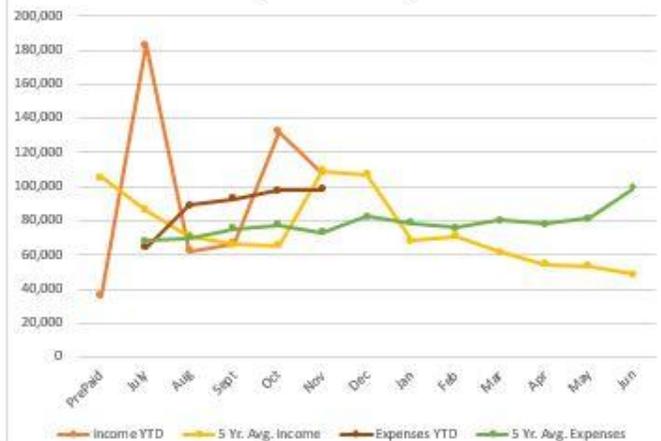
Assets		
Current Assets		
Cash & Investments		
1-1000 - Petty Cash	\$200.00	
1-1010 - Checking - Chase	\$127,739.52	
1-1030 - Brokerage - Schwab	\$46,446.98	
2-1010 - Checking - Chase	\$18,943.61	
3-1010 - Checking - Chase	\$99,293.26	
3-1040 - Endowment Money Funds - Schwab	\$13,558.14	
3-1070 - Endowment Investments - Schwab	\$1,266,770.54	
4-1010 - Checking - Chase	\$19,240.00	
Total Cash & Investments	\$1,592,192.05	
Other Assets		
1-1110 - Deposits	\$1,750.00	
Total Other Assets	\$1,750.00	
Total Current Assets		\$1,593,942.05
Contra Assets		
1-1600 - Building Loan Contra Account	\$769,889.46	
Total Contra Assets		\$769,889.46
Total Assets		\$2,363,831.51
Liabilities, Fund Balance, & Restricted Funds		
Liabilities		
Current Liabilities		
1-2000 - Accounts Payable	\$7,849.00	
1-2110 - Wage Accruals Payable	\$17,282.86	
1-2500 - Building Loan - Current	\$76,200.00	
Total Current Liabilities		\$101,331.86
Long Term Liabilities		
1-2700 - Damage Deposits - LT Rentals	\$4,500.00	
1-2750 - Building Loan - Long Term	\$693,699.46	
Total Long Term Liabilities		\$698,199.46
Total Liabilities		\$799,521.32
Fund Balance		
2-3000 - Fund Balance - Ministry	\$2,407.62	
2-3010 - Fund Balance - Membership	\$6,975.36	
2-3020 - Fund Balance - Social Justice	\$5,743.71	
2-3030 - Fund Balance - Lifelong Learning	\$6,916.91	
2-3040 - Fund Balance - Finance & Facilities	\$2,605.90	
2-3050 - Fund Balance - Market & Dev	\$1,051.81	
3-3000 - Fund Balance - East Shore Housing	\$42,818.02	
3-3020 - Fund Balance - Endowment	\$1,336,162.32	
3-3040 - Fund Balance - Facilities Reserve	\$6,592.88	
3-3050 - Fund Balance - General Reserve	\$81,749.56	
3-3060 - Fund Balance - Memorial Garden	\$4,520.40	
4-3000 - Fund Balance - Grounds	\$1,615.00	
4-3010 - Fund Balance - Gallery	\$8,000.00	
4-3020 - Fund Balance - Fund-a-Need	\$2,600.00	
Excess Cash Received	\$54,550.70	
Total Fund Balance and Excess Cash Received		\$1,564,310.19
Total Liabilities, Fund Balance, & Restricted Funds		\$2,363,831.51

Appendix C: November 2018 Financial Charts

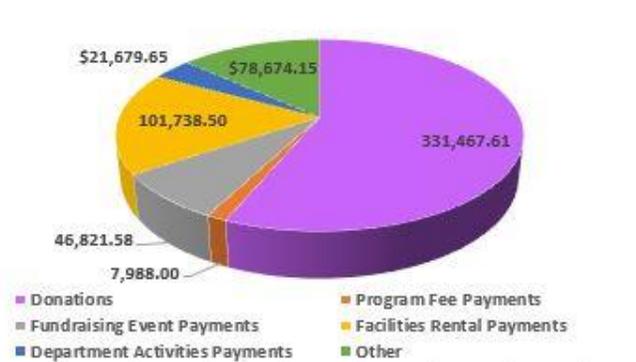
FY 2018/19 Nov Operating Revenues vs. Expenses



FY 2018/19 Cash Flow by Month



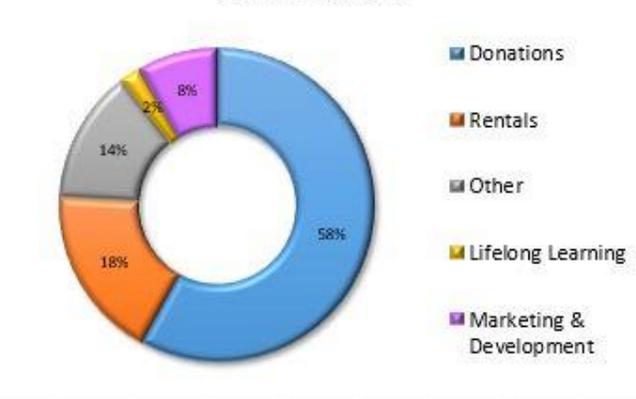
FY 2018/19 Nov YTD Operating Revenues



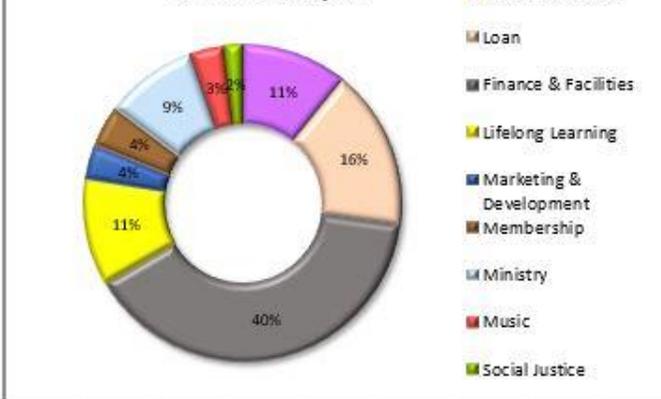
FY 2018/19 Nov YTD Operating Expenses



Income Categorized YTD Nov FY 2018/19



Expenses Categorized YTD Nov FY 2018/19



Appendix D: November 2018 Board of Trustees Meeting Draft Minutes

ESUC Board of Trustees

Draft Minutes November 20, 2018

Minutes, Leadership Reports	Com. + Board Liaison Reports
November Board Agenda + Upcoming Events	Personnel Committee: Jerry Bushnell
Minutes of October 16 Board Meeting	Policy and Governance: Ann Fletcher
Board President's Report – Tom Doe	Nominating: Dennis Fleck
Finance – Treasurer's Report – Marcy Langrock	Right Relations: Mark Norelius
Dev. Minister's Report – Stephen Furrer	Auction Report: David Baumgart
Exec Dir, Finance & Operations – Jason Puracal Appendices A&B – Income Statement, BS FY17/18 Appendix C - Financial Analysis / Charts Appendix D – Minister's unbudgeted expenses	Holly House Dev. Task Force: David Baumgart
Lifelong Learning – Aisha Hauser	

East Shore Unitarian Church

Board of Trustees Meeting Agenda – November 20, 2018

Host: Tom Doe, Timekeeper: and Process Checker: David

6:45 Social Gathering

7:00 - 7:05 (5 minutes) Opening Words, Chalice Lighting Tom

7:05 - 7:15 (10) Check in, Introductions All

7:15 - 7:30 (15) Approval of Consent Agenda All

7:30 – 7:50 (20) HH Dev Task Force David and Linda Freeburg

7:50 – 8:25 (35) Right Relations Steve

8:25 – 8:45 (20) Board Goals Tom

8:45 – 9:35 (50) Executive Session All

9:35 – 9:40 (5) Closing Tom

Upcoming Events for Your Calendar

- December Exec Council – Dec. 4
- December Board Packet items due Wed, Dec. 12 by end of day: email to Volunteer 1@esuc.org
- December Beacon Board Buzz due Wed, Dec. 19, email to Nicole Duff

- December Board Meeting Dec. 18th; the SLT are hosting.
- Sunday Svc Announcements: November 25th, Jerry 9 AM, Paul 11 AM, Dec. 2, 9 AM, David, 11 AM Sara. Dec. 9, 9 AM No one, 11 AM Marcy. Dec. 16th. 9 AM No one, 11 AM Jerry. Dec. 23, 9 AM, No one, 11 AM Sara
- Please sign up at <https://www.signupgenius.com/go/10c0d4ba4a72fa1f94-sunday>

Upcoming meeting with UUA representatives about our developmental ministry, Tom has been offered tentative dates of January 5th or 26th, or Feb 2nd, 2019

Opening Words: Tom: Observed the mission statement in a window of the 4th Unitarian church in New York (The Church of the Divine Paternity). He read the statement to us.

Attendance

Present: Tom Doe, President. Dennis Fleck, Vice president. Marcy Langrock, Treasurer. David Baumgart, Secretary. Paul Buehrens, Mark Norelius, Jerry Bushnell, members at large.

Rev Stephen Furrer – Dev Minister, Aisha Hauser – Dir LifeLong Learning, Jason Puracal – Executive Dir

Absent: Sara Brannman, Lee Dorigan

Attending Electronically: None

Visitors:

Sheridan Botts, New chair of Personnel Committee

Linda Freeburg, Chair of Holly House Development Task Force

Louise Wilkinson, Right Relations

Mary Anderson, Right Relations

Pam Orbach, Right Relations Consultant

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) - Tom asked if anyone requested to move items from the Consent Agenda to the Discussion Agenda.

November 2018 Consent Agenda Voting Items

- Payout of Staff bonuses from FY 2017-18 from liability account.
- Approve Sheridan Botts as chair of the Personnel Committee
- Approve job description for Executive Director Position, attached
- Approval of Endowment Policy Subcommittee Charter, attached
- Approve minutes of October meeting, attached

Items Removed from Consent Agenda: None

Discussion of Consent Agenda:

Linda Freeburg asked if the Executive Director Job Description had been reviewed. Jerry replied that it had been reviewed in detail by the entire personnel committee, Reverend Furrer, and Jason. The description had been edited several times prior to submission for vote.

Vote on Consent Agenda:

Paul moved, Dennis seconded, the motion passed unanimously

Discussion of Treasurer's report:

Mark thanked Marcy for her personal answers to the questions that had been forwarded to the board from the right relations committee. He is thrilled with the response to Marcy's response to Pam's questions. Mark was happy to hear from a woman on the executive team. Mark points out that leadership by example from the board is very important for right relations.

Dave moved, Paul seconded, that we approve Marcy's comments in the treasurer's report relating to Pam Orbach's "Questions to the Board;" the motion passed unanimously.

Discussion of DLL report:

Tom – Noted that he has been contacted by the UUA about setting up dates for a restorative justice session with the UUA. Aisha had requested a restorative process from the UUA in Boston that would include the Pacific Western Regional Staff. The UUA Executive Vice President, Carey McDonald has hired the Rev. Paul Langston-Daly to facilitate this process with the members of the PWR who facilitated the consultation last year. Aisha noted that last year Elaine Peresluha (then interim minister) and Jack Slowriver (then board president) had sent a formal complaint to UUA about the handling of the Conflict Consultation Process done in early 2018 by the Reverends Christine Robinson and Jonipher Kwong. Aisha was not comfortable with having Christine Robinson coming back to Eastshore to do a consultation about our developmental ministry.

The cost of this restorative justice session will be covered by the UUA.

7:30 – Holly House Development Task Force:

Dave referred the board to his report in the board packet. There is much going on.

Linda:

1. A cloud on the title to the Holly House property was discovered with a potential broker who had done an initial title search. There is a document that in 1990, signed by Barb Johnson, board president, notarized by Bill Graves, to obliterate the lot lines separating the lot from the rest of the church. This was done to avoid \$100,000 in expenses related to drainage at that time. By adding the Holly House property to church property, we had enough land to avoid major expenses. To explore our options, Mark Norelius went to King County and found that the properties were still listed separately. The City of Bellevue also showed that the properties were still separate. Then he went to records department of the city of Bellevue, and found nothing on Holly House, but main church property had a number of documents. They found a record of the document listed above, and it has been ordered from archives. It turns out that the document was never recorded, so the property line is still legally intact. The title company wants a letter to record this, so they can remove the document from the title search. It is not clear if there will be any consequence to the rest of the campus.
2. The task force is checking references on brokers, some brokers have recommend doing a feasibility study about time to close, and other details of the sale. We are getting bids on a feasibility study. It will probably cost around \$1800 to \$2200.
3. We have to decide who has the authority to sign a listing agreement, consensus was that it should be Tom, as board president.

4. The task force recommends that the congregational meeting for a vote should be delayed until the 3rd or 4th Sunday in March 2019, instead of February. The board must announce a summons to a congregational meeting at least two weeks in advance, so this will be planned for our January 2018th meeting.
5. We had an affordable housing session here last night, which went well.
6. The task force is working on ways to help the congregation avoid a binary approach to the discussion and vote.
7. The task force is not sure if the board should review all the final bids and endorse one recommendation

Discussion:

Dennis, what if vote is very close? Is this like calling a minister? Should we require a super-majority?

Steve, the minister vote is different, if there is a significant no vote, a minister would be starting with problems.

Jerry, if proposals all look good, we could easily have a close vote.

Marcy points out that the previous time, there was much divisiveness. Steve thinks that the task force had done all they can to make everyone feel heard. Marcy wonders if we are there. Linda thinks that there will be more than two choices. She requests that the board not look at this as a binary decision. Linda feels that the congregation is currently in a much better place. The task force will look at ways of conducting the vote.

Tom, prior to December meeting, we would like to see a time line. Linda says that we need to have property listed prior to a good timeline.

Tom thinks a pre-meeting to discuss issues prior to the congregational meeting will be a good idea.

Steve points out that we will need to have specific items to vote on the vote at the congregational meeting, this will not be a meeting for discussion of new or changed proposals.

Steve, the task force wants to come to the board with a clear plan on how to set up and vote.

8:02 Board Goals (Ends) Discussion:

Tom presented the current draft of our board goals for 2018/2019 for board discussion and vote.

2018-2019 Board Goals

1 Financial strategy

ESUC has a five-year financial strategy. This will be reviewed on an annual basis.

- By 12/2019 we will review the implementation of the endowment charter
- By 6/2019 we will have a congregational vote on disposition of the Holly House property
- By 6/2020 we will prepare the congregation for a vote on use of the proceeds of the Holly House disposition

2 Developmental Ministry Goals

During the tenure of the Developmental Minister, we will:

- Inspire a healthier culture at East Shore
- Continue to implement policy-based governance
- Establish a leadership and volunteer development program
- Grow membership

3. Beloved Community

We will nurture a sustainable Beloved Community by making measurable progress moving our congregation from multi-culturally aware to anti-racist with specific attention to lifelong learning, pastoral care, and theology.

4. Strategic Campus Plan:

By the 2020 Congregational Meeting, we will have a Preliminary Master Campus Plan that leverages the value of our infrastructure resources for the purposes of:

- Becoming a hub of earth and social justice ministry teams and affiliated outside organizations
- Serving as an emergency preparedness and response center
- Reducing the environmental impact of our facilities and membership activities
- Measuring impact of our earth and social justice activism to ensure the resources of our community are being used most effectively.

Dave moved, Mark seconded that we accept this set of goals

The motion passed unanimously

Our plan is to assign each goal to specific people on or before our next board meeting.

8:15: Executive session – Right Relations Proposal and Discussion

Following the executive session, Mark Norelius made a motion: “The BOT will vote in December to decide whether or not to fund \$20000 to hire Pam Orbach, sponsored by Right Relations Committee for consulting from January 2019 to December 2019.” Tom pointed out that this can be put on the December agenda, and that does not require a vote, so no vote was taken.

9:45: Meeting ended with a reading by Tom, and a prayer for moving forward by Steve

Please consider these minutes as a first draft and let David Baumgart know of any additions or corrections. Our next Board Meeting is planned for Nov 20, 2018.

Respectfully submitted,

Jerry Bushnell, acting recording secretary (Thank you, Jerry!)

David Baumgart, Secretary, East Shore Board of Trustees Steve said a prayer for moving this forward.

Appendix 1

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

Revised Consent Agenda:

From the Exec Director’s report

- Payout of Staff bonuses from FY 2017-18 from liability account.

From the Personnel Committee Board Liaison Report

- Approve Sheridan Botts as chair of the Personnel Committee

Included in the Board Packet

- Approve job description for Executive Director Position
- Approval of Endowment Policy Subcommittee Charter
- Approve minutes of October meeting

END OF MINUTES

Appendix E: Finance Team Charter

2018-19 CHARTER – Finance Team

Section A: Name

1. What is the name of your group?

Finance Team

Section B: Purpose

1. What is the purpose of your group?

The Finance Team serves to review the detailed financial records and reports of the church in order to ensure accuracy, consistency, and efficiency of procedures that track and support operations of the church. In doing so, the Finance Team will be responsible to the Executive Director for monitoring the day-to-day financial status of the church, and for making recommendations regarding accounting and reporting procedures.

2. How is your work related to one or more of our Unitarian Universalist Seven Principles?
They are listed in the Overview Section above.

The Finance Team's work shall uplift the 2nd Principle through ensuring transparent, standardized, law abiding, and fair accounting practices.

3. How does your group connect with East Shore's Mission and Vision? Please see the Mission listed in the Overview Section above. The full Vision based on the Mission can be found at www.esuc.org under Governance and Bylaws.

The Finance Team's work is foundational to the operations of all East Shore's programming and ministry.

4. In order to intentionally live our mission in our daily team work, a set of Right Relations guidelines is recommended for all Committees and Teams. Do you have an agreed upon set of guidelines? If not, please develop one this year. The Right Relations Committee will assist you as needed.

Yes, see Appendix A.

5. What relationship does your group have, if any, to the 2018/19 Ends? Ends are East Shore's goals. Leave this question blank until the Board establishes the Ends.

6. What are your group's specific goals for the next year? What impact do you expect from your efforts? If an activity is listed, what result do you expect from it? How will you evaluate the impact of your efforts?

- Ensure finances from all church related groups, annual appeals, capital campaigns, fund raising, budgets, and church assets are documented correctly and included in monthly financial reports.
- Ensure financial policies set by the Board of Trustees are being carried out in the operations of the church to best achieve church ends.
- Review monthly financial reports prepared by the Accounting Specialist.
- Determine the church's cash flow status and ensure financial activities of the church are aligned with congregational approved annual budget.
- Recommend to the Board any necessary budget alterations during the fiscal year as a result of the regular review of the financial reports.
- Advise the Treasurer and Executive Director regarding budget categories, methods of recording and reporting church income and expenses, maintenance of financial records, and standard accounting practices.
- Recommend financial policies and procedures to the Board of Trustees in order to best achieve Board-created financial goals for the church.
- Complete a financial audit by the end of the calendar year 2018 as authorized by the Board of Trustees.
- Review contracts and provide a budget impact assessment as requested by the Executive Director.
- Two members of the Team shall participate in the Budget Team process for creating the annual operating budget each year between January and June.
- Design new customized reports for oversight of accounting practices
- Ensure documentation of accounting procedures is completed by Bookkeeper
- Continue to research property tax implications for use of space at East Shore; recommend building use procedures based upon findings.
- Research impacts of 2017 Tax Cuts and Jobs Act

Impacts of efforts will maintain East Shore in sound financial health and in legal & tax compliance, provide information to the Financial Stewardship Committee and Board for financial strategic planning, and provide transparency to the congregation of financial activity and operational procedures of the church.

Section C: Group Structure, Leadership & Decision-Making

1. Where does your group fit into East Shore's organizational structure – as a Board Committee, Ministry Team or Core Team? Who is your staff liaison or partner?

Core Team collaborating with the Executive Director

2. What are the minimum and maximum number of participants? To ensure community representation, no fewer than five members is recommended. If you have fewer than five members, please explain. Who are your current team members?

The Team shall be comprised of 4-5 individuals. Current members include:

- Jason Puracal, Executive Director
- Rev. Stephan Furrer, Developmental Minister
- Marcy Langrock, BOT Treasurer
- Ryam Hill, former BOT Treasurer

3. What are the leadership roles and responsibilities within your group?

The Executive Director chairs the Team and is responsible for organizing meetings, setting the agenda for meetings, tracking decisions made, and communicating those decisions to the Board through monthly reports

4. How are leaders determined, and what are their term limits? Committees, please explain any differences from the term limits recommended in the Overview Section above.

The Executive Director is a Staff position without a term limit.

5. What, if any, are the term limits for your members? Committees please explain any differences from the term limits recommended in the Overview Section above.

For non-staff/Board members, the term limit is 3 years.

6. How are decisions made in your group (consensus, majority vote, officers, super majority percent)? What quorum is needed? Is email vote allowed?

Consensus. 51% quorum required. Email vote is allowed.

7. How are records kept and passed on for your group? If you are a Board Committee, what one person on your team will send the meeting minutes to the Chair of the Archives Team?

Executive Director records decisions made and communicates them orally to the Financial Stewardship Committee, and in writing via monthly reports to the Board.

8. How are members recruited and oriented to your team?

- The Executive Director approves individual church members to be on the Team.
- The BOT Treasurer will serve as a member of the Team.

- The church Sr. Minister will serve as a member of the Team.
- The Bookkeeper will serve as Member of the Team, except for Executive Sessions.
- The Team may utilize external resources, such as tax and legal experts, as needed.

9. What, if any, qualifications are required for membership or leadership?

- Due to the confidential nature of the work, church membership is required.
- Other potential members must have a thorough understanding of accounting and finances, as well as knowledge regarding related software.

10. How does your group communicate and collaborate with the larger East Shore community?

Through Executive Director's monthly Board reports and through other communication channels as needed.

11. What one person on your team is authorized to approve communications publicized by Staff? Who is the designated back up person?

Executive Director. Treasurer is backup.

12. What types of decisions is your group authorized to make?

Revisions to accounting errors, procedures related to finances and taxes

13. What kinds of recommendations, if any, does your group make and to whom (Board, Minister, Staff, congregation)?

- How best to stay in compliance with finance procedures for all East Shore's activities to any group who operates at East Shore.
- Language recommendations on financial policies to the Board that align with known legal and tax laws.

14. Does your group plan to sponsor any outside groups to use the church facilities? If so, please see Board Policy 1.16a and the Staff Procedures for Sponsorship of outside groups.

No.

15. What is the expectation for longevity of the group and the plan, if any, for disbanding the group?

Support for the Executive Director is indefinite.

Section D: Finances

1. Will your group present a budget proposal to the Budget Team next year?

Yes.

2. If the Operating Fund is unable to grant the full amount of your budget request, will the group reduce its expenses or do its own fundraising?

Reduce expenses.

3. If your group plans to do fundraising, please describe how it will go about this. If you plan to solicit donations, use the following wording: "Your donation goes to East Shore's operating funds which supports (name of your team) and other programs."

n/a

4. What kind of decision process exists for how money is used?

consensus

5. Which one person on your team is authorized to approve team expenses? Who is the designated back up person?

Executive Director

6. Does your group have the need for a Prudent Reserve (funds set aside to hedge against a contractual liability)? If so, how much and what for?

no

Right Relations Guidelines

East Shore Finance Team

Adopted October 9, 2018

We, on the East Shore Financial Stewardship (FS) Committee, agree that we will try to use the deep and spiritual learning we gained from the Right Relations trainings, as well as the inner wisdom we all carry, to guide our approaches and actions as we interact together. We recognize that our immediate emotional reactions will never completely conform to our highest ideals, but we can stop ourselves before we have a negative impact on others, and choose our actions.

1. How will I hold others on my team in my heart and mind?

Most important to the function of FS:

I will hold others as wise and caring.

I recognize the worth and dignity of each person.

I will hold others as full of complexity and stories I will never fully know.

I will hold others as full of divine light.

2. How will I hold myself in my heart and mind?
3. Most important to the function of FS:
 - I will hold myself as capable of being the best person I can be.
 - I will hold myself as wise, curious and open.
 - I will hold myself as only one of the perspectives on truth in this room.
 - I will hold myself as capable and desirous of seeing more perspectives than my own.
 - I will hold myself as open to learning the when I feel uncomfortable.
 - I will hold myself as possibly wrong!
4. How will I share?
5. Most important to the function of FS:
 - I will share honestly but kindly.
 - I will speak only from my own experience, not generalizing about others.
 - I will share with the knowledge that I could be wrong.
 - I will share realizing that I could be hurting someone, and be aware of the impact and acknowledge it, and learn from it.
6. How will I listen?

Most important to the function of FS:

 - I will be deeply curious.
 - I will listen with both head and heart.
 - I will seek to understand before being understood.
 - I will listen to hear the other person's deeper intent, meaning, feelings, and values.
 - I will listen to learn something new.
 - I will listen to be transformed.
7. How will I deal with frustration and anger?

Most important to the function of FS:

 - I will slow down and reflect on the source within me.
 - I will seek to learn from my reaction.
 - I will count to 10 before acting.
 - I will breathe deeply and seek calm.
 - I will share that I am frustrated, but not blame or visit my frustration on others.
 - I will become curious about my own triggers and about others' interests and values.
 - I will think carefully about alternative perspectives that could reframe my perspective and reactions.
8. How will I deal with conflict?

Most important to the function of FS:

 - I will reflect, reframe, and ask open-ended questions, seeking to enable the other person to feel heard, and for me to fully understand.
 - I will try to think about what the other person's interests and values are.
 - I will try to discern my own emotions, interests and values.
 - I will try to understand what is at stake for others and for me.
 - I will try to seek a common good.

9. How will I be accountable?

Most important to the function of FS:

I will own my part in difficult situations and relationships.

I will take responsibility for my actions and my mistakes.

I will hold myself accountable for using conflict constructively to support a stronger team, church and relationships.

I will hold myself accountable to reduce gossip and building of cliques.

I will hold myself for observing, rather than creating truth.

10. How will I use email and social media?

Most important to the function of FS:

I will use my messages for efficient and clear communication.

I will hold receivers of my messages as fully human, and use empathy to try to understand the impact before I send a message.

I will never use messages to discredit someone.

I will recognize when a relationship or situation has become difficult and messages are likely to be misinterpreted, and continue the communication by phone or in person.

When I interpret a message as hurtful or negative, I will communicate with the sender in person.

ESUC Facilities Team Charter

Section A: Name

The name of the Team is Facilities.

Section B: Purpose

1. What is the purpose of your group?

The Facilities Team is a Core Team responsible for short term and long-range planning and major facilities related projects, including major maintenance, upgrades, and repairs.

2. How is your work related to one or more of our Seven Principles?

To enable spiritual growth of the congregation and its ability to live according to our Seven Principles by assisting in the short term and long term needs of the campus.

3. How does your group connect with East Shore's Mission and Vision?

The mission statement of East Shore Unitarian Church is "We practice love, explore spirituality, build community and practice justice". The Facilities Team is responsible for making sure that all events on campus and the church have a safe and attractive environment.

4. Do you have an agreed upon set of Right Relations guidelines?

We will start and end meetings on time.

We will stay on topic and be respectful when others are speaking.

Each of us will only speak from our experience. Do not include comments from others not at the meeting unless you are willing to name the person you are referring to and exactly what their comment(s) were.

One speaker at a time, please. Multiple conversations at the table are not beneficial. However, if you have something to add to the subject, please feel free to comment after the previous speaker has finished.

5. What relationship does your group have, if any, to the 2018/19 Goals? The

Facilities Committee is committed to helping ESUC achieve its Goals, specifically Goal #4.

6. What are your specific goals for the next year? What impact do you expect from your efforts? If an activity is listed, what result do you expect from it? How will you evaluate the impact of your efforts?

The members of the team are committed to insure the maintenance of the physical plant of East Shore Unitarian Church is consistent with local, state and federal regulations. Our goal is to maintain the beauty of the campus as a legacy for future generations.

- As part of this, the Team uses the Reserve Data projections for the next three years and inspects and determines which items need replacement or maintenance or repair. We then inform the Budget Team, Endowment Subcommittee, and Financial Stewardship Committee with anticipated expenses so that funds can be provided.
- We will form a Sub Team to begin the process of planning how to better serve the larger community as an emergency preparedness and response center.
- We will determine how to assist with qualifying for PSE rebates to change all our interior lighting to LEDs.
- A representative from our Team will serve on the Master Campus Plan Task Force, once it is formed.

Section C: Group Structure, Leadership & Decision-Making

1. Where does your group fit into East Shore's organizational structure – as a Board Committee, Ministry Team or Core Team? Who is your staff liaison or partner?

Facilities is a Core Team. Our staff liaison is the Facilities Manager with oversight by the Executive Director.

2. What are the minimum and maximum number of participants? To ensure community representation, no fewer than five members is recommended. If you have fewer than five members, please explain. Who are your current team members?

The minimum number of the participants is 5, maximum is 7. Not including chair persons of other committees/teams. The Current members are Robert Weiss, Chair, Earl Fleehart, Scott Chester, Ralph Lutz, and Dave Kappler, Grounds Chair. As needed, other representatives from Grounds, Memorial Garden, Pea Patch, and Gallery may attend Facilities Meetings.

3. What are the leadership roles and responsibilities within your group?

The chair prepares the agenda and keeps meeting notes. All other tasks are divided equally to the members at large. The Staff Liaison tracks finances, maintains files on invoices and all one-time and continuing contracts.

4. How are leaders determined, and what are their term limits?

The leadership is determined by a vote of the members.

Because of the experience required, longer than normal term limits are needed. Chairs will have term limits of five years, with the option of a second five-year term for a maximum of ten years of total service. After that at least one year out of leadership (may still be on the Facilities team) is required before serving again. If the members are not able to find anyone with enough experience to lead the team at the end of a current chair's term, they may vote to extend the current chair on an interim basis until a new chair is found.

5. What, if any, are the term limits for your members?

Except for the limitation on the Chair, there is no time limit the members can serve on the team.

6. How are decisions made in your group (consensus, majority vote, officers, supermajority (percent)? What quorum is needed? Is email vote allowed?

Decisions concerning the resolution of situations brought to the team are made by consensus. Because the team supports all other committees and teams, any concerns are passed to the Chair. Email can be used when voting on issues.

7. How are records kept and passed on for your group? If you are a Board Committee, what one person on your team will send the meeting minutes to the Chair of the Archives Team?

The chair maintains copies of minutes and sends a copy to the Archives Team. The chair maintains a copy of all emails and other appropriate correspondence.

8. How are members recruited and oriented to your team?

The team has an active program to look for and recruit new members. The recruitment program includes seeking members with either Facilities or Engineering experience. New team members are oriented to the group by access to past meeting minutes, tour of the campus, review of past Board reports from DFO/Executive Director.

9. What, if any, qualifications are required for membership or leadership?

Although some discipline like Civil or Mechanical Engineering or experience in managing Facilities would be helpful, it is not required. All members are encouraged to apply. The current members will interview potential members to determine if they are a good fit.

10. How does your group communicate and collaborate with the larger East Shore community?

The Team communicates directly with other groups by email and through articles in the BEACON and other official church publications.

11. What one person on your team is authorized to approve communications publicized by Staff? Who is the designated back up person?

The Chair (Robert Weiss) is authorized to approve communications publicized by staff. The designated alternate is the Ralph Lutz.

12. What types of decisions is your group authorized to make?

The Team approves all Capital expenditures for the Safety and attractiveness of the campus subject to the review of the Board of Trustees and within the congregational approved budget for the fiscal year.

13. What kinds of recommendations, if any, does your group make and to whom (Board, Minister, Staff, congregation)?

The team makes recommendations to the Budget Team, Endowment Subcommittee and Financial Stewardship Committee on expenses for maintenance, repair, replacement, or improvement of capital assets of the ESUC campus. The Team determines areas of the campus that need to be modified to meet existing codes, or those areas that need improvement. The Facility Manager contacts appropriate contractors or assigns the caretakers to correct the problem. The team sets priorities and approves and monitors funds during the progress of the project(s) within the congregational approved budget for the fiscal year.

14. Does your group plan to sponsor any outside groups to use the church facilities? If so, please see Board Policy 1.16a and the Staff Procedures for Sponsorship of outside groups.

The team does not sponsor any outside group.

15. What is the expectation for longevity of the group and the plan, if any, for disbanding the group?

The team will continue to exist as long as East Shore owns a campus on which to conduct services.

Section D: Finance

1. Will your group present a budget proposal to the Budget Team next year?

The team will submit an annual budget based on the Reserve Data Study from an outside company that is updated annually, known facilities related contracts, and from suggestions from the staff.

2. If the Operating Fund is unable to grant the full amount of your budget request, will the group reduce its expenses or do its own fundraising?

The Facilities Team receives all its financial support from the annual Operating Fund Budget. Any amount less than the budget request will result in reducing immediate expenses, however, depending on the item(s) in question, a capital campaign may be necessary.

3. If your group plans to do fundraising, please describe how it will go about this. If you plan to solicit donations, use the following wording: "Your donation goes to East Shore's operating funds which supports (name of your team) and other programs."

No fundraising is anticipated for the current fiscal year.

4. What kind of decision process exists for how money is used?

The decision process is driven by the local code requirements and other safety considerations. During the meeting, a vote is taken from each of the attending members on whether the project is necessary, are enough funds available to do the project, or if it can be delayed for a period of time

5. Which one person on your team is authorized to approve team expenses? Who is the designated back up person?

The Chair (Robert Weiss) is authorized to approve team expenses. The alternate is Ralph Lutz.

6. Does your group have the need for a Prudent Reserve (funds set aside to hedge against a contractual liability)? If so, how much and what for?

No.

Signed:

Appendix G: Grounds Team Charter

2018-19 CHARTER Grounds Team

Section A: Name

2. *What is the name of your group?* Grounds Team of East Shore Unitarian Church

Section B: Purpose

1. What is the purpose of your group?

The purpose of the Grounds Team is to maintain East Shore's Grounds in an environmentally sound manner while supporting the Mission of the church.

2. How is your work related to one or more of our Unitarian Universalist Seven Principles? They are listed in the Overview Section above.

The work of the Grounds team is most closely related to the 7th UU Principle of "Respect for the interdependent web of life of which we are a part." We respect nature and a sustainable environment in our relationships within the church and in our work on the grounds.

3. How does your group connect with East Shore's Mission and Vision? Please see the Mission listed in the Overview Section above. The full Vision based on the Mission can be found at www.esuc.org under Governance and Bylaws.

The Grounds Team:

- practices love for the church, its members, and the earth by promoting beautiful and safe grounds that reflect their native heritage and leave minimal carbon footprint;
- explores spirituality through stewardship of Mother Earth and appreciation of Nature by all who experience our grounds;
- builds community among its members through monthly work parties and fellowship lunches, among members of the church by providing surroundings that are appreciated by the community, and with the church's neighbors by practicing right relations
- promotes justice by collaborating with the church in its efforts to be sustainable, by keeping the grounds low maintenance and economical, and by supporting the P-Patch Team in its efforts toward food justice.

4. In order to intentionally live our mission in our daily team work, a set of Right Relations guidelines is recommended for all Committees and Teams. Do you have an agreed upon set of guidelines? If not, please develop one this year. The Right Relations Committee will assist you as needed.

The Grounds Team does not have a set of Right Relations Guidelines but will develop one this year.

5. What relationship does your group have, if any, to the 2018/19 Goals?

We are committed to support the church Goals, specifically #4 that relates to environment and sustainability.

6. What are your group's specific goals for the next year? What impact do you expect from your efforts? If an activity is listed, what result do you expect from it? How will you evaluate the impact of your efforts?

Specific Goals:

- Church grounds preserved, safe, and enhanced for native plant sustainability and natural beauty;
- The north perimeter improvement project funded by the designated gift of Bob Garthwaite, the Gallery and the Memorial Garden completed in a collaborative, environmentally sustainable, and fiscally responsible manner;
- Increased use of the grounds for spiritual exploration, appreciation of nature, building community, and mental/physical health;
- Mutually supportive work completed with the Memorial Garden, P-Patch, and other grounds related groups in the areas of collaborative land use planning, joint work parties/fellowship lunches, recruiting efforts, and information sharing where our purposes intersect and are related to the Mission of the church.
- A representative from our Team will serve on the Master Campus Plan Task Force, once it is formed.

The impact we expect is an inspiring, environmentally sustainable, economically sound grounds that is well used by members and East Shore for personal betterment and achieving the church's Mission and Ends.

We will evaluate our impact by doing a review of our progress toward our goals and desired impact at each meeting.

Section C: Group Structure, Leadership & Decision-Making

1. Where does your group fit into East Shore's organizational structure – as a Board Committee, Ministry Team or Core Team? Who is your staff liaison or partner?

The Grounds Team is a Core Team that collaborates with the Facilities Team, the Facilities Manager and the Executive Director. The Grounds Team also is responsible for coordinating with two sub-teams: Memorial Garden and P-Patch and occasionally works with the Gallery--Art on Campus Team. Our staff liaison is Dianne Upton, Facilities Manager.

2. What are the minimum and maximum number of participants? To ensure community representation, no fewer than five members is recommended. If you have fewer than five members, please explain. Who are your current team members?

There is no maximum number. More members would allow the team to accomplish more of its priorities on the four acres of property.

Current team members are: David Kappler, Ruth Edwards, LeRoy Smith, Evelyn Smith, Mike Radow, Tom MacDonald, Gary Saaris, Carolyn Reid, Nancy Bissell, Steve Bissell, Ann Fletcher, Maureen Campbell, Nancy Koning, and Janet Fogle.

3. What are the leadership roles and responsibilities within your group?

The Grounds Chair (David Kappler) runs the Grounds Team meetings, attends the Facilities Team meetings, communicates with the Facilities Manager (Dianne Upton) and the Executive Director (Jason Puracal) regarding projects, and works with team members to prioritize and accomplish projects related to the team's goals. The Grounds Communications person (TBD) communicates with the team members, with the Facilities Manager about meeting and lunch locations, and with the Membership and Communications Manager (Nicole Duff) about publicity, including eblasts, campus postings, and foyer table schedule. The Grounds Chair and Communication person work closely where their responsibilities intersect. The Team has a Memorial Garden Subcommittee representative (Ann Fletcher) and a P-Patch Subcommittee representative (Amanda Uluhan).

4. How are leaders determined, and what are their term limits? Committees, please explain any differences from the term limits recommended in the Overview Section above.

The Grounds Chair and Communication person are elected by the team members for a term limit of three years. The term may be extended if another person cannot be found to fill that role.

5. What, if any, are the term limits for your members? Committees please explain any differences from the term limits recommended in the Overview Section above.

There are no term limits for the members.

6. How are decisions made in your group (consensus, majority vote, officers, super majority percent)? What quorum is needed? Is email vote allowed?

The group makes decisions by consensus of those at the meetings. If consensus cannot be reached, the team will vote with majority ruling. A quorum of 50% is needed, which can be obtained at a meeting or by email.

7. How are records kept and passed on for your group? If you are a Board Committee, what one person on your team will send the meeting minutes to the Chair of the Archives Team?

The chair keeps records of the charter, email communications, and project plans/progress and passes pertinent items on to the next chair.

8. How are members recruited and oriented to your team?

The Grounds Team hosts a core team table in the foyer after service, passes out its brochures, requests participation through email blast, articles, order of service announcement, and word of mouth. Occasionally the team participates in a worship service devoted to our sharing our grounds and our connection with nature. A Grounds member created a photo Power Point presentation with music that can be shown to members to interest them in participating with Grounds. The Membership and Communications Director provides contact information of new members who have expressed an interest in gardening or grounds. We contact them, answer questions, and invite their participation. Tools, gloves, and mentoring are supplied on request to

orient them to the group. The lunch and meeting midway through the work party also help to orient new members.

9. What, if any, qualifications are required for membership or leadership?

Willingness to contribute to the team efforts, to learn from others on the team or to share any relevant knowledge or skills they have. Physical ability to help on the grounds from lighter to heavier tasks or skills to help with the lunch. Commitment to following the Grounds charter and leadership guidelines.

10. How does your group communicate and collaborate with the larger East Shore community?

The Grounds Team communicates through all the avenues available at East Shore—eblast, team foyer table, order of service, Beacon articles, word of mouth, and occasional posters and grounds related worship service.

11. What one person on your team is authorized to approve communications publicized by Staff? Who is the designated back up person?

The Communications person (TBD) in consultation with the Chair as needed. The back-up is the Memorial Garden subcommittee chair (Ann Fletcher).

12. What types of decisions is your group authorized to make?

The Grounds Team makes day to day decisions about ongoing grounds maintenance priorities and about collaboration with other groups

13. What kinds of recommendations, if any, does your group make and to whom (Board, Minister, Staff, congregation)?

The Grounds Team may recommend land use, water/drainage, tree cutting, large new plantings, and other major projects to the Facilities Manager, Facilities Team, and Executive Director.

14. Does your group plan to sponsor any outside groups to use the church facilities? If so, please see Board Policy 1.16a and the Staff Procedures for Sponsorship of outside groups.

No

15. What is the expectation for longevity of the group and the plan, if any, for disbanding the group?

The Grounds Team is expected to continue as a volunteer force to provide economical infrastructure, labor, and expertise so that the church can better achieve its Mission.

Section D: Finances

1. Will your group present a budget proposal to the Budget Team next year?

Yes.

2. If the Operating Fund is unable to grant the full amount of your budget request, will the group reduce its expenses or do its own fundraising?

We would probably not fundraise, due to constraints on member time and energy. We would try to find free materials, donations, or cut back on projects.

3. If your group plans to do fundraising, please describe how it will go about this. If you plan to solicit donations, use the following wording: "Your donation goes to East Shore's operating funds which supports (name of your team) and other programs."

N/A

4. What kind of decision process exists for how money is used?

Same as described in the section C number 6 above.

5. Which one person on your team is authorized to approve team expenses? Who is the designated back up person?

The Grounds Chair is authorized to approve team expenses within the congregational approved budget. The Memorial Garden Subcommittee Chair is the back up.

6. Does your group have the need for a Prudent Reserve (funds set aside to hedge against a contractual liability)? If so, how much and what for?

Current budget set-up for safety issues is adequate.

Appendix H: Flower Team Charter

2018-19 FLOWER TEAM CHARTER

Section A: Name

Flower Team

Section B: Purpose

1. What is the purpose of your group? Provide flowers and seasonal decorations in Sanctuary Building and other buildings as requested or desired

How is your work related to one or more of our Unitarian Universalist Seven Principles? 1st principle: The inherent worth and dignity of every person, because all who attend worship deserve to have the beauty and inspiration of natural flowers. 7th principle: Respect for the interdependent web of all existence of which we are a part, because

flower arrangements and natural decorations help those who come to worship appreciate how we all are part of the interdependent web of life.

3. How does your group connect with East Shore's Mission and Vision? Please see the Mission listed in the Overview Section above. The full Vision based on the Mission can be found at www.esuc.org under Governance and Bylaws. The flower team practices love by caringly selecting and arranging flowers for the Sanctuary Building on a weekly basis. The group helps the congregation explore spirituality by providing natural beauty for contemplation and inspiration. The group builds community by providing opportunities for members to work together on arranging flowers and decorating the Sanctuary Building and by providing a cheerful atmosphere for the members and guest to connect with one another.
4. In order to intentionally live our mission in our daily team work, a set of Right Relations guidelines is recommended for all Committees and Teams. Do you have an agreed upon set of guidelines? If not, please develop one this year. The Right Relations Committee will assist you as needed. Do not currently have such guidelines.
5. What relationship does your group have, if any, to the 2018/19 Ends? Ends are East Shore's goals. Under goal #2 – Grow membership. A beautifully decorated environment makes an inviting and welcoming place for visitors.
6. What are your group's specific goals for the next year? Recruit for new members and find a new chair as the group is currently without one; provide weekly flowers and decorations in the Sanctuary building. What impact do you expect from your efforts? The impact we expect is enjoyment and spiritual renewal for members and friends. Hopefully, adding new members to the team to help make lighter work for the team members. If an activity is listed, what result do you expect from it? How will you evaluate the impact of your efforts? We will evaluate the impact by compliments and thanks from the congregation; additional members and a new leader; share the workload and energize the group. The impact we expect is additional satisfaction and sustainability within in the group. We will evaluate our impact by an increase in members, a new leader and positive feelings reported by group members.

Section C: Group Structure, Leadership & Decision-Making

1. Where does your group fit into East Shore's organizational structure – as a Board Committee, Ministry Team or Core Team? Currently in our organization structure our team is a core team. Who is your staff liaison or partner? Facilities manager, Dianne Upton.
2. What are the minimum and maximum number of participants? To ensure community representation, no fewer than five members is recommended. If you have fewer than five members, please explain. Need a minimum of six active members. Other less active members help out occasionally, and there is no maximum. Who are your current team members? Current team members are Lucie Persson, Gerri Armbruster, Janet Garrow, Karen Olguin, Merrillann Hutchinson, Laurie Adams, Carolyn Reid, Barb Hunter, Tatiana Davidson.

3. What are the leadership roles and responsibilities within your group? There is a Chair, who does the quarterly schedules and coordinates and communicates with the group. Chair also submits the budget and communicates with the membership development manager about publicity.
4. How are leaders determined, and what are their term limits? Committees, please explain any differences from the term limits recommended in the Overview Section above. The current leader recruits a new leader in consultation with the other members. Term limits are three years with the option of extending the term three more years on a year-by-year basis with the agreement of the team members.
5. What, if any, are the term limits for your members? Committees please explain any differences from the term limits recommended in the Overview Section above. None
6. How are decisions made in your group (consensus, majority vote, officers, super majority percent)? What quorum is needed? Is email vote allowed? Consensus in meetings or via email. A quorum of 50% is needed. If consensus cannot be reached, the group will consult with the facilities manager who will make the final decision.
7. How are records kept and passed on for your group? If you are a Board Committee, what one person on your team will send the meeting minutes to the Chair of the Archives Team? The leader will keep email communications, the charter and the quarterly schedules and pass on pertinent documents to the new leader.
8. How are members recruited and oriented to your team? Current members invite interested people via word of mouth, and the chair will advertise on East Shore Connects, weekly eblast, the Beacon and the order of service. New members will work with an experienced member for a few weeks before they work on their own. Volunteers usually arrange the flowers for one weekend per month, in teams of two.
9. What, if any, qualifications are required for membership or leadership? Interest in flower designing and willingness to participate in the quarterly schedule.
10. How does your group communicate and collaborate with the larger East Shore community? Provide and sell poinsettias to members during the holidays. Eblast and insert in order of service. Order form in the foyer for poinsettias.
11. What one person on your team is authorized to approve communications publicized by Staff? Who is the designated back up person? The chair is authorized and will designate a backup person, letting Nicole know who that person is.
12. What types of decisions is your group authorized to make? Selection and arrangement of the flowers and decorations. Contents of communications with congregation.
13. What kinds of recommendations, if any, does your group make and to whom (Board, Minister, Staff, congregation)? The team members recommend the needed changes to the budget to the facilities manager.

14. Does your group plan to sponsor any outside groups to use the church facilities? If so, please see Board Policy 1.16a and the Staff Procedures for Sponsorship of outside groups. N/A
15. What is the expectation for longevity of the group and the plan, if any, for disbanding the group? The expectation is for the group to continue as long there are people interested in doing flowers for the Sanctuary.

Section D: Finances

1. Will your group present a budget proposal to the Budget Team next year? Yes
2. If the Operating Fund is unable to grant the full amount of your budget request, will the group reduce its expenses or do its own fundraising? Reduce their expenses and make greater use of the flowers on the grounds and at Cora's garden.
3. If your group plans to do fundraising, please describe how it will go about this. If you plan to solicit donations, use the following wording: "Your donation goes to East Shore's operating funds which supports (name of your team) and other programs." N/A
4. What kind of decision process exists for how money is used? Facilities manager provides the group with ongoing budget information. The person assigned to do flowers will determine if additional flowers are needed and purchase them for reimbursement by check request, looking to stay within the flower committee's budget.
5. Which one person on your team is authorized to approve team expenses? Who is the designated back up person? Leader or Facilities Manager are authorized and are each other's back-up.
6. Does your group have the need for a Prudent Reserve (funds set aside to hedge against a contractual liability)? If so, how much and what for? N/A

Initial Board Approval: May 16, 2017

First Revision Approval: August 21, 2018

Appendix I: Memorial Garden Team

2018- 19 CHARTER Memorial Garden

Section A: Name

3. What is the name of your group?

Memorial Garden Ministry Team

Section B: Purpose

1. What is the purpose of your group? To maintain and enhance the Memorial Garden as an area on the church grounds set aside for the ashes and memorial plants of individuals with a connection to East Shore who have passed away.
2. How is your work related to one or more of our Unitarian Universalist Seven Principles? They are listed in the Overview Section above. Our work is related to the First UU Principle—Belief in the worth and dignity of all human beings-- because the garden equally honors the memory of past members and friends and because the garden can be appreciated equally by all who spend time there. Our work is also related to the Seventh UU Principle—Belief in the interconnected web of life--because it encourages reflection on and respect for the cycle of both human life and the natural world of which we are all a part.
3. How does your group connect with East Shore’s Mission and Vision? Please see the Mission listed in the Overview Section above. The full Vision based on the Mission can be found at www.esuc.org under Governance and Bylaws.
 - Promote Love: The group works in a loving way with those who are grieving a loss and provides a place for members and friends to heal with a positive remembrance of their loved ones.
 - Explore Spirituality: The group maintains and enhances a peaceful wooded setting, where members can ponder the cycle of life and a symbolic return to their spiritual home.
 - Build Community: The group provides a nurturing community to hold and heal individual grief and to support one another in ceremonies or practices which are most meaningful for personal and community healing.
 - Promote Justice: All members and friends, no matter what their economic means, their life accomplishments or their manner of death are honored equally with a place in the Memorial Garden.
4. In order to intentionally live our mission in our daily team work, a set of Right Relations guidelines is recommended for all Committees and Teams. Do you have an agreed upon set of guidelines? If not, please develop one this year. The Right Relations Committee will assist you as needed. We do not currently have Right Relations guidelines but will develop a set this year.

5. What relationship does your group have, if any, to the 2018/19 Ends? Ends are East Shore's goals. Please see the current Ends which will be listed in the Overview Section above once established.

6. What are your group's specific goals for the next year? What impact do you expect from your efforts? If an activity is listed, what result do you expect from it? How will you evaluate the impact of your efforts?
 - Our Memorial Garden is preserved and enhanced by regular maintenance and special native plantings within its members' time and budget parameters.
 - A place for grieving, contemplating, and healing is provided whenever support is needed for ritual, privacy, spreading ashes, installing/adopting/locating memorial plants, or commemorating loved ones.
 - The north side of the garden has a better variety of sustainable native plants and visual barriers with our neighboring condos.
 - The Memorial garden is a collaborative part of the project to remodel and enhance the North Room patio and grassy area that borders on the Memorial Garden.
 - Memorial plants get better light and rainfall in certain needed areas where the forest canopy has been opened.
 - Water usage and memorial plant survival is improved through drip system, hand watering instructions and a map of memorial plants provided to those working in the Memorial Garden.

The impact expected is increased reflection, healing, and peace through having a healthy, beautiful and inspiring place to remember loved ones and to connect spiritually with the natural world.

The team will evaluate the impact of our efforts by assessing the condition and sustainability of the garden at least monthly, collecting and assessing the communications of those who have used the garden, by noting the ways in which our team collaborated with other groups to complete the North Room project, and by feedback about plant survival and water usage from those caring for the garden and the staff.

Section C: Group Structure, Leadership & Decision-Making

1. Where does your group fit into East Shore's organizational structure – as a Board Committee, Ministry Team or Core Team? Who is your staff liaison or partner?

The Memorial Garden group is a sub-group of the Grounds Core Team and works with our staff liaison Dianne Upton, the Facilities Manager, and with the Executive Director Jason Puracal).

2. What are the minimum and maximum number of participants? To ensure community representation, no fewer than five members is recommended. If you have fewer than five members, please explain. Who are your current team members?

The Memorial Garden Team has a minimum of five members, with no maximum. Because it is subgroup of the Grounds Team and works in close coordination with them,

its membership often overlaps with the theirs. Members include Ann Fletcher, Karen Dawson, Connie Hirnle, Aleta Finnila, and two consultants--Ruth Edwards, a 20 year veteran of the Grounds Team, and Carolyn Reid, a master gardener and member of the Grounds Team.

3. What are the leadership roles and responsibilities within your group?

The Memorial Garden Coordinator (Ann Fletcher) represents the Memorial Garden at Grounds meetings and work parties and helps direct volunteers in the maintenance of the Memorial Garden. The Coordinator is responsible for working with members who want to adopt/purchase a memorial plant or spread ashes of loved ones who have passed away, and for communicating and/or collaborating with the Minister about service needs in the Memorial Garden. Other non-consultant members may also take on all or part of these responsibilities. The Coordinator maintains a list of native, drought resistant plants for those wishing to purchase plants and keeps/updates a map of memorial plants which are tagged with the name of the person being remembered.

4. How are leaders determined, and what are their term limits? Please explain any differences from the term limits recommended in the Overview Section above.

Memorial Garden Coordinator is determined by the Grounds Team with a term limit of three-year term, with the option of a second three-year term for a possible six-year total service if another leader cannot be found. After that, at least year one year off of leadership is required before serving again.

5. What, if any, are the term limits for your members? Please explain any differences from the term limits recommended in the Overview Section above.

There are no term limits for members.

6. How are decisions made in your group (consensus, majority vote, officers, super majority percent)? What quorum is needed? Is email vote allowed?

Consensus or majority vote similar to the Grounds Team charter with a 50% quorum and email voting allowed when a decision needs to be made before the next meeting.

7. How are records kept and passed on for your group? If you are a Board Committee, what one person on your team will send the meeting minutes to the Chair of the Archives Team?

8. How are members recruited and oriented to your team?

Members are recruited through church publications, by word of mouth, at the Grounds table after service, by passing out brochures, at occasional services, and at Grounds work parties. New members are oriented by working with the Coordinator and other skilled Grounds Team members, by participating in the monthly work party lunch and

meeting and by acting as an assistant to an experienced Memorial Garden member during a memorial planting or installation of ashes.

9. What, if any, qualifications are required for membership or leadership?

The coordinator and members should have some knowledge of planting and gardening and a willingness to access experts on the Grounds Team or other landscape consultants as needed. The coordinator and members also should possess sensitivity in working with grieving members who want to use the Memorial Garden to remember their loved ones. Members of the team should have a caring attitude for church members who utilize the Memorial Garden, believe in working with nature as part of the cycle of life, and possess a willingness to learn.

10. How does your group communicate and collaborate with the larger East Shore community?

The group collaborates with the Grounds Team and communicates with the larger East Shore community by using the church publications, at the Grounds foyer table at the service, through its brochure, and during occasional Grounds related services.

The coordinator or member doing plant or ash installments with families works with the minister, if one is requested.

11. What one person on your team is authorized to approve communications publicized by Staff? Who is the designated back up person?

The Coordinator is authorized to approve communications, and the back up person is the Grounds Chair.

12. What types of decisions is your group authorized to make?

- Locations for the placement of ashes in the Memorial Garden.
- Selection and placement of memorial plants in the Memorial Garden.
- Schedule arrangements with families installing plants or ashes.

13. What kinds of recommendations, if any, does your group make and to whom (Board, Minister, Staff, congregation)?

The group may recommend Memorial Garden plans and guidelines to the Grounds Team and may recommend ways to collaborate with them on projects

14. Does your group plan to sponsor any outside groups to use the church facilities? If so, please see Board Policy 1.16a and the Staff Procedures for Sponsorship of outside groups.

No

15. What is the expectation for longevity of the group and the plan, if any, for disbanding the group?

The group is expected to continue as long as the Memorial Garden is in existence.

Section D: Finances

1. Will your group present a budget proposal to the Budget Team next year?

No, this group has a designated fund for enhancing the garden. Funds come from donations of those dedicating plants or spreading ashes in the garden. If operating funds were ever needed, this would be proposed through the Grounds Budget.

2. If the Operating Fund is unable to grant the full amount of your budget request, will the group reduce its expenses or do its own fundraising?

N/A. The group would not fundraise. If a desired project is not affordable through the designated fund, the group might try to do projects in a different or less expensive way or wait on the project and advocate for future funds.

3. If your group plans to do fundraising, please describe how it will go about this. If you plan to solicit donations, use the following wording: "Your donation goes to East Shore's operating funds which supports (name of your team) and other programs."

N/A

4. What kind of decision process exists for how money is used?

Consultation with the Grounds Team, consensus or majority vote of the team, and submission of request by the Grounds Team Chair.

5. Which one person on your team is authorized to approve team expenses? Who is the designated back up person? The Grounds chair is authorized to approve Memorial Garden Team expenses. The back up person is the Memorial Garden Coordinator.

6. Does your group have the need for a Prudent Reserve (funds set aside to hedge against a contractual liability)? If so, how much and what for?

No

Appendix J: P-Patch Team Charter

2018-19 CHARTER P-Patch

Section A: Name

4. What is the name of your group? P-Patch Ministry Team

Section B: Purpose

1. What is the purpose of your group?

The main purpose of the P-Patch team is to cultivate and protect a specific area of tillable land on the East Shore campus by using sustainable gardening methods, to inspire the congregation (adults and children) to grow and eat locally grown produce, and to donate revenue each year to an earth/food friendly cause.

2. How is your work related to one or more of our Unitarian Universalist Seven Principles? They are listed in the Overview Section above.

The work of the P-Patch team is most closely related to the 7th Principle: "*Respect for the interdependent web of all existence of which we are a part.*" The P-Patch functions with the seasons, being active in mid spring through mid-fall, and going dormant in the winter. The P-Patch gardeners become aware of the many factors that affect the growth and production of the plants, and they learn how they can play a part in providing the needed variables for health and harvest. These concepts can be applied to the church as a living entity and to the earth as a whole through the offering of fresh healthy food to improve the lives of congregants, who in turn donate to promote food justice in the larger community.

In addition, the P-Patch work is related to 3rd Principle, "Acceptance of one another and encouragement to spiritual growth in our congregations"? We practice acceptance of one another in working together as a team, honoring each member's unique talents and skills; we encourage spiritual growth through connection with the earth and the bio-community we co-create here.

3. How does your group connect with East Shore's Mission and Vision? Please see the Mission listed in the Overview Section above. The full Vision based on the Mission can be found at www.esuc.org under Governance and Bylaws.

1. Love is expressed by gardeners in the very act of growing and tending their gardens and sharing their produce with the congregation and supporting a food justice related non-profit. 2. A spiritual feeling comes from connection with the earth and gardening. The joy and awe of creation is experienced when members are in touch with "...taking

care of the earth..” 3). Builds community when members work together to create the overall garden - weeding, tilling, etc. and when community of members offer produce to the congregation. 4). Promotes justice by offering any member or visitor organic produce if requested and by supporting local and international organizations that help end hunger and poverty through self-reliance and sustainability.

4. In order to intentionally live our mission in our daily team work, a set of Right Relations guidelines is recommended for all Committees and Teams. Do you have an agreed upon set of guidelines? If not, please develop one this year. The Right Relations Committee will assist you as needed.

The P-Patch does not have Right Relations guidelines but will establish some this year.

5. What relationship does your group have, if any, to the 2018/19 Ends? Ends are East Shore’s goals. Please see the current Ends which will be listed in the Overview Section above once established.

6. What are your group’s specific goals for the next year? What impact do you expect from your efforts? If an activity is listed, what result do you expect from it? How will you evaluate the impact of your efforts?

1. Team membership is increased, including home gardeners and especially those gardening in the P Patch at church.

2. A more permanent leader is in place who is willing and able to keep the P Patch moving forward.

3. Produce tables are held at least five times during the summer and early fall. They serve the congregants with fresh organic vegetables and generate between \$500 and \$1,000 in donations, which is given to a food related justice non-profit.

4. The future location of the P-Patch is determined and implemented when the Holly House area is no longer available.

The impact we expect from our efforts is a stronger team with greater ability and energy to grow and share organic food for the congregation, to interest them in health and food justice causes, and to make a transition to a new location on the property. We also expect our contribution to food justice causes to increase economic equality in the wider community.

We will evaluate the impact of our efforts by assessing the membership and leadership strength of the group, by comparing data on produce tables, member participation at tables and donation amounts from previous to current years, by determining the economic improvements from our donation, and by noting any plans/progress toward relocation of the P-Patch.

Section C: Group Structure, Leadership & Decision-Making

1. Where does your group fit into East Shore's organizational structure – as a Board Committee, Ministry Team or Core Team? Who is your staff liaison or partner?

The P Patch was originally created as a social justice Ministry Team and is now a subgroup of the Grounds Core Team working with its liaison, the Facilities Manager, Dianne Upton, and with the Executive Director, Jason Puracal. It is also a Ministry Team being supported by the Earth and Social Justice Coordinating Council because it promotes Food Justice with the proceeds of its produce table.

2. What are the minimum and maximum number of participants? To ensure community representation, no fewer than five members is recommended. If you have fewer than five members, please explain. Who are your current team members?

P-Patch has a minimum of 5 members. Currently there are seven active members—Ann Fletcher, David Kappler, LeRoy and Evelyn Smith, Janice Thomson, Amanda Uluhan, and Lucy Rahman, plus Irene McVey and Shirley Worth (both currently inactive)—and no set number for maximum participants. The only limit would be space for plots in the church P-Patch. Ten to fifteen people could have garden depending on the size of the plot. Occasionally other church members donate produce or flower bulbs from their yards for the table.

3. What are the leadership roles and responsibilities within your group?

Currently P Patch has an interim Chair, Ann Fletcher, who coordinates essential business such as schedules P-Patch Produce Table, communications with members, and the selection of a food justice non-profit as the recipient of the produce table funds. She is assisted with communications and church P-Patch plot oversight by Amanda Uluhan.

4. How are leaders determined, and what are their term limits? Please explain any differences from the term limits recommended in the Overview Section above.

The chair is selected by group consensus, with a back-up of majority vote if every needed. Term limit is five years, with possible return to leadership with lapse of two years out of leadership

5. What, if any, are the term limits for your members? Please explain any differences from the term limits recommended in the Overview Section above.

None

6. How are decisions made in your group (consensus, majority vote, officers, super majority percent)? What quorum is needed? Is email vote allowed?

The leader may make some decisions about scheduling of the spring plant sale and the summer produce table, but usually confers with the gardening members. The group determines plot assignment and food justice non-profit recipient by consensus and if needed majority vote, with 50% quorum and email voting allowed.

7. How are records kept and passed on for your group? If you are a Board Committee, what one person on your team will send the meeting minutes to the Chair of the Archives Team?

The chair keeps important records and the brochure electronically and will pass them along to the next chair.

8. How are members recruited and oriented to your team?

Recruited by word of mouth; brochure; P Patch produce table information; meetings, contacts through Membership Development Manager, scheduled ESJ bulletin board and foyer table. They are oriented by working at plant sale and produce table and through mentoring from other gardeners as needed.

9. What, if any, qualifications are required for membership or leadership?

No qualifications for membership other than a desire to garden and "...take care of the earth" and a willingness to learn and cooperate with other team members.

The leader of the group should have a commitment to the concept of the P-Patch, some background/skills in gardening and the ability to work with people.

10. How does your group communicate and collaborate with the larger East Shore community?

Contacts Facilities Manager or Executive Director as needed. Distributes brochures and talks with members at the ESJ table and the produce table. Stimulates

conversations and learning about nutrition and health by providing recipes and other food related health ideas, as well as food prepared from its produce such as herbal tea, skin cream, baked goods, and sauces. Participates as able in Grounds work party, lunch and meeting. Writes Beacon articles and eblasts to invite participation. Amanda Uluhan uses the garden as a learning tool for the summer RE program.

11. What one person on your team is authorized to approve communications publicized by Staff? Who is the designated back-up person?

The Interim Chair is authorized to approve communications. Back-up person is Amanda Uluhan.

12. What types of decisions is your group authorized to make?

Every day decisions regarding P Patch activities and food justice donation recipient.

13. What kinds of recommendations, if any, does your group make and to whom (Board, Minister, Staff, congregation)?

The group may recommend some details/aspects of the location of the new P-Patch, when that time comes.

14. Does your group plan to sponsor any outside groups to use the church facilities? If so, please see Board Policy 1.16a and the Staff Procedures for Sponsorship of outside groups.

No.

15. What is the expectation for longevity of the group and the plan, if any, for disbanding the group?

The group is not planning to disband. Currently we are dependent upon the home gardeners and desire more dedicated gardeners who want to produce on the East Shore campus.

Section D: Finances

1. Will your group present a budget proposal to the Budget Team next year?

Yes, for needed materials to start a growing season.

2. If the Operating Fund is unable to grant the full amount of your budget request, will the group reduce its expenses or do its own fundraising?

The group will not fundraise. It may, if needed, solicit donated materials or use a portion of the proceeds from the plant start sale in May.

3. If your group plans to do fundraising, please describe how it will go about this. If you plan to solicit donations, use the following wording: "Your donation goes to East Shore's operating funds which supports (name of your team) and other programs."

Offer produce outside the Sanctuary when veggies are in season and collect donations. Hold spring plant starts sale--tomatoes, flowers, or any other offers. Most of the funds raised are donated to Food Justice Non-Profits.

4. What kind of decision process exists for how money is used?

Same as process described in Section C number 6 above.

5. Which one person on your team is authorized to approve team expenses? Who is the designated back-up person?

Approval of Interim Chair. Back-up is Grounds Chair.

6. Does your group have the need for a Prudent Reserve (funds set aside to hedge against a contractual liability)? If so, how much and what for?

No

Initial Board Approval of Charter Template: May 16, 2017

First Revision Approval of Charter Template: August 21, 2018

Appendix K: Termination Policy

Q. Termination of Employment

The employment relationship is based on mutual satisfaction and respect. Employment at ESUC is “at will” and for an unspecified period. Either ESUC or the employee may terminate the employment relationship at any time, with or without reason and with or without notice. Continued employment depends upon the church’s need and the employee maintaining satisfactory performance and conduct standards. Employees are encouraged to evaluate their satisfaction with employment at the church. Unless unusual circumstances exist, it is the desire of ESUC that an employee give ESUC a minimum of two weeks’ notice of termination. Notice of termination of employment is appreciated to facilitate the recruiting/hiring process and to ensure a smooth continuation of service.

The church maintains a similar right to terminate an employee’s employment at any time. Prior to terminating an employee who has completed the Orientation Period, ESUC will advise the employee of (a) his/her performance deficiencies, (b) counsel the employee on specific areas that require improvement, and (c) provide the employee a mutually agreed upon period to bring their performance up to standards. If an employee is terminated for cause, the employee should leave the premises immediately. If the employee is terminated for any other reason, the employee shall end their employment once any essential work is completed.

When an employee leaves the employ of the church, either at the request of the church or by employee resignation, he or she shall be encouraged to have an exit interview. The exit interview will be conducted by two members of the Personnel Committee **or their designated representatives**. If the employee requests, their immediate supervisor will be included in the interview.

Exit interviews are beneficial for both parties. The employee who has terminated his or her employment, either voluntarily or involuntarily, has a chance to comment on their experience for the record. The interview may provide the employee with information on areas that that will lead to personal growth. The employer may gain information on how to improve internal procedures and training to help other employees succeed in their employment.

Exit Interview Forms are available upon request.

Appendix L: Charter Tracking

Charter Tracking (Updated December 12, 2018) *Section B 5 Goals/Ends are completed

Board Committees (Chair)	P&G Committee Notes	Date Board Approval
Policy & Governance Standing Com. (Ann Fletcher)	Submitted Final*	October 16, 2018
Nominating Standing Com. (Connie Hirnle)	Submitted Final	October 16, 2018
Personnel Standing Com. (Sheridan Botts)	Submitted draft	
Financial Stewardship Standing Com. (Claudia Hirschey)	Submitted Final	October 16, 2018
Endowment Sub-Committee (Craig Nelson)	Submitted Final	November 20, 2018
Right Relations Standing Com. (Louise Wilkinson)	Submitted draft*	
Holly House Dev. Task Force (Linda Freeberg)	Submitted, Final	August 21, 2018
Core Teams-Minister (Chair)		Date of Staff Approval
Archives (Ruth Edwards)	Submitted Final	
Worship/Earth Based Celebrations (Chris Struble)	Submitted Final	
Lay Pastoral Ministers (Milly Mullarky)	Submitted Final	
Earth & Social Just. Council (Ann Fletcher) *Liaison	Submitted Final*	
ANSWER Nepal (Margaret Hall) *Ann Fletcher	Submitted Final	
Beloved Racial Justice (*Louise Wilkinson)	Submitted draft*	
Climate Action (David Chapin) *Ann Fletcher	Submitted Final*	
Congregations for Homeless (Dean Dubofsky/Peggy Phillips) *Lynn Roesch)	Submitted Final*	
Crossroads Meals (Pam Monger) *Jenny Hall)	Submitted draft	
Food Bank (Ryam Hill) *Jenny Hall)	Submitted Final*	
Good Start Back to School (Nancy Worsham) *Jenny Hall)	Submitted draft	
Holiday Giving Tree (Emily Winstrom/ Trish Webb * Lynn Roesch	Submitted Final	

Meaningful Movies (*Lynn Roesch)	Submitted Final	
Partner Church Khasi Hills (Barb Clagett/Doug Strombom) *Ann Fletcher	Submitted Final	
P-Patch Ministry Team (*Ann Fletcher)	Submitted Final*	
Second Sunday Share Plate (Jane Sisk) *Jenny Hall)	Submitted Final	
Women Helping Women (Laurie Wick) *Lynn Roesch)	Submitted Final*	
Core Teams-Executive Director (Chair)		
Finance Team (Jason Puracal)	Submitted Final	
Core Teams-Member. Dev. Man., reports to* (chair)		
CT Connection Teams (Julie Heise) *Minister	Submitted Final	
Gallery-Art on Campus (Karen Dawson) *Minister	Submitted draft	
Membership (Janis Pock) *Minister)	Submitted draft	
Operating Fund Drive (Sarah Brannman) *Exec.Director	Submitted Final	
Seabeck (Jenn Sill UUC) *Minister	Submitted Final	
Women's Perspective (None currently) *Minister	Submitted Final*	
Outreach ((David Langrock) *Executive Director	Submitted Final	
Auction (Beth Wilson) *Executive Director	Submitted Final*	
Core Teams-Facilities Manager, Dianne Upton reports to Executive Director (Chair)	P&G Committee Notes	Date of Staff Approval
Facilities (Bob Weiss)	Submitted Final	
Grounds (David Kappler)	Submitted Final*	
Memorial Garden (Ann Fletcher, interim)	Submitted Final*	
P-Patch (also under ESJCC)	Submitted Final*	

Flower (Lucy Persson recruiting new chair)	Submitted Final	
Ace Media Crew Hardware (Ralph Lutz/Lee Winstrom)	Submitted Final	
Core Teams-Director of Lifelong Learning		
Lifespan Integration (includes Children and Youth, RE teachers, and Adult Programs (Walter Andrews)	Submitted draft-Add new template parts	
Core Teams-Music Director		
Choir (Jennifer Sumner/Amanda Strombom)	Submitted Final	
Ace Media Crew Production (Ralph Lutz/Lee Winstrom)	Submitted Final	
East Shore Live (Grace Colton)	Submitted Final*	
Caring Community Groups-Minister and Caring Coordinator, Milly Mullarky (Contact Person)	Common Charter - Submitted Final	
Adult Children of Aging Parents (Janice Thomson)		
Covenant Circles (Various)		
Extended Families (Various)		
Helping Hands (Carol Sinape)		
Men's Support (Joe Germano)		
Widows Flying Solo (Karen Lutz)		
Affinity Groups- Minister and Membership Development Manager (Contact person)	Common Charter- Submitted Final	
Informal Bridge (Trish Webb)		
Coffee Klatch (Earl Fleehart)		
East Shore Outdoors (Amanda Strombom)		
Guitar Jam (Paul Hutchinson/Chris Struble)		

Library 9 (Gerry Kapur)		
Men's Breakfast (Dave Womeldorf)		
Military History (Bill Riddle)		
Spirituality (Ruth Edwards)		
Women's Friendship (May have disbanded)		
4 th Wednesday Book Group (Zee Straight-Weiss)		

Appendix M: Holly House Developmental Task Force Timeline

Holly House TIMELINE – Version 3
Integrated Critical Paths

Submitted by Linda Freeburg, Holly House Chairperson, and David Baumgart, Board Liaison

Date	Listing Process (Jim, Linda)	Affordable Housing Process (Roger, Dave, Carrie)	Other Milestones (All)	Dream Big, Education, Communication (Laurie, Trevor, Sue, Carrie)
November 14	Review broker proposals circulate to stakeholders	Letter or email to AH bidders		Outreach Dream Big Diversity/Inclusion Dream Big
November 15-16		Follow up calls to confirm receipt		
Nov 16-Nov 30	Conduct references, negotiated, select broker			Affordable Housing 101 Financial Health Ed
Dec 3-7	Review listing agreement; incorporate feedback; finalize for signature			
December 4-14	Present feasibility proposal to Exec Committee; get approval; Order Feasibility Study	Meetings with proposal providers	Work on timeline; collect feedback on listing agreement from reviewers; send revised agreement to Broker	Financial Health Ed
By Dec 17-20th	Get Board President Signature on listing			

	agreement, send to Broker for their signature			
Dec 10-Dec 20	Broker begins marketing prep; decline brokers not selected			Jennifer Sumner leads vote prep brainstorming. Initial draft voters' pamphlet format and vote process
December 18	Get results of feasibility study; review for inclusion in marketing materials	Final Bid instructions Invitations to any new bid prospects	Linda attends board meeting; answer board questions; review timeline and plans for distributing Dream Big data	Work through 2019 Town hall plan and Dream Big data distribution plan /Review Pulpit plans with Rev. Steve. Consider sermon on consensus.
January 2			Distribute dream big data (All month, multiple formats)	Beacon Deadline
January 14	Marketing launch		First draft of voters pamphlet (format and initial content)	
January 18		Final Bids and information submission		January-Feb Education: Land Use/Sacred Land Affordable Housing 101 (repeat) Open Discussion: How will we vote
January 22		Review of Final Bids and questions:		
January 25		Responses to Final questions		

February 6				Beacon Deadline
When in February?			After preliminary buyer pricing is known	Straw Vote (Survey?) to determine where the congregation is leaning / degree of consensus
Late Feb or early March	Call for Offers	Analysis of Final Bids and recommendations to HHDTF	Review overview of market and likely best offers	
3 days before board meeting			Holly House Task Force recommendation to Board	
By March 18	Best and Final Offers		Board talks / meets on 18-20	
March 5-20	Review offers			Educational sessions on vote and ballot; detailed info on recommended buyers (voters' pamphlet)
March 20			Board recommends or declines to make any recommendation to congregation	
March 24	Select Buyer		Congregational Vote	
March 25			Notification to chosen buyer	
March 25-28	Declines to non-buyers	Declines to non-buyers		
March 25 - 29			Negotiation with buyer	

By March 30	Begin Due Diligence		Sign purchase and sale agreement	
By May 15	Complete Due Diligence			
Late June/Early July	Target Closing			

Notes:

- Need to review by-laws for notice to congregation
- Need to confirm process for voter eligibility
- Need to notify exec committee that we may be asking them to shape a board recommendation (if they choose to make one) outside of the regular board meeting schedule
- Does exec committee also want to make a recommendation to the board , AS WELL AS a potential board recommendation to the congregation?
- Need to set all this schedule in time to notify board of intended vote date
- Need to notify congregation of vote date (Exactly what has to be included in this notification? Are exact offers required or will general descriptions suffice?)