

# East Shore Unitarian Church

## Meeting of the Board of Trustees

### May 2019 Board Packet

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## Note on May Board Packet Contents

The minutes of the April meeting will appear in the appendices (Appendix D). 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 Meeting Agenda

May 21, 2019

ESUC Board of Trustees				
May 2019 Agenda				
21-May-19				
Host:				
6:45	7:00	0:15	Social Gathering	
7:00	7:10	0:10	Check in	All
7:10	7:20	0:10	Consent Agenda	All
7:20	8:00	0:40	2019-2020 Budget	Marci, Jason & Tom
8:00	8:10	0:10	Holly House Update and Sara's letter	Dave and Mark
8:10	8:20	0:10	Annual Report	Steve and Jason
8:20	8:30	0:10	General Assembly	Steve
8:30	9:00	0:30	Executive Session	All

### 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!).

## May 2019 Consent Agenda Voting Items

- Approve April 2019 Board Meeting minutes
- 350 Eastside Sponsorship Agreement

- FY 2019/20 Proposed Budget & communication strategy
- Designated Fund Facilities Reserve expenditure
- Approval of Clark Cyr as a member of the Financial Stewardship Standing Committee

## May 2019 Board Reports

### Developmental Minister's Report – Rev. Stephen Furrer

All,

Please add under my section in the board packet the wish to make Dorothy Hopper a life member. She struggles to make it over here and is going to University, but, I think that the wife of a former minister should be a life member here at East Shore.

Please note, the Board does need to approve this status change.

Also, if it's not already on the agenda, the Board does need to vote on the following GA delegates:

- Chris Struble (interested in being a delegate)
- LeAnne Struble (interested in being a delegate)
- Lee Dorigan
- Dennis Fleck
- Paul Buehrens
- Mark Norelius
- Doug Strombom
- Amanda Strombom
- Louise Wilkinson
- Milly Mullarky
- Ralph Lutz (NOT interested)

We get a total of 9 delegates.

Thanks! Nicole

Rev Steve's Report:

**Consent Agenda: Appoint a Select GA '19 Committee to help organize a delegation to the Spokane gathering, 6/19/19—6/23/19.**

Membership: Peter Sill's memorial service will be on Saturday, June 1 at 11:00am. A family committal service will be held at Seabeck over Memorial Day Weekend.

The 2019-2020 Mission Fund Drive: As of May 19, 165 Confirmed Pledges for \$521,873.08. The MFD Committee will be following up with about 100 pledging units and leading wrap-up activities over the coming month.

Covenant Circles: regular (once a month) facilitators meeting. Welcome new people into existing circles and planning the inauguration of new circles.

Worship: Usher and Greeter Training on May 11 had nearly twenty people in attendance. Eric Lane Barnes and I are hoping to recruit new participants to a revitalized Worship Arts & Crafting program, beginning late this coming summer.

Restorative Practices: Pam Orbach and others whom she's trained are nurturing understanding and building community among our members. I cannot commend them highly enough and also believe that *full fledged participation by Board members and other current and former ESUC leaders* is vital to the success of my Developmental Ministry.

General Assembly: In the absence of a functioning Denominational Affairs Committee, I propose that the Board appoint a Select *GA 2019 Committee* to help organize a delegation to Spokane this coming June 19-23.

Passing the proposed '19-'20 Budget will confirm the congregation's commitment to renewed health living and fulfilling our mission as we go forward—daringly, lovingly, and without apology! I hope to lay out my vision of what that can mean, and what I hope it means, in my forthcoming Annual Report.

I attended and greatly value the training I received at the UUA Accredited Interim Ministers annual seminar in New Braunfels, Texas April 22 – April 27. I expect to work a somewhat reduced schedule this summer and to take my vacation in the autumn when Carol and I can plan something together.

Respectfully Submitted, Stephen H. Furrer, Developmental Minister

## President's Report – Tom Doe

The primary agenda item for the May board meeting will be our budget. This is perhaps the most important business that we are going to do this entire year. It will have repercussions for a considerable time in the future.

The budget team has been meeting since late January and come up with a proposal for a budget that will increase staff time but require borrowing from our endowment approximately \$243,000 (The intent would be to use some of the proceeds from the Holly House sale to repay the endowment). Please note that the \$243K includes the \$43K of earnings sharing that we are currently receiving from the endowment. This may be highly controversial among some of our members. The alternative to tapping our endowment is making drastic cuts to our program funds, which are not that big to begin with, and would likely require elimination or reduction of one or two staff positions. In my opinion this would be a disaster for the church.

This budget news may be a surprise to many members, and unless it is presented with its background, it may erode confidence in both our lay and staff leadership.

he positive news is that we know how to fix this and we have the resources available to do it. As our five year financial plan points out, the only solution to our church's long-term financial stability is growth.

As a complement to the budget team's proposal, I have prepared a first draft 10-year financial plan that restores the endowment funds borrowed in 2019-2020 during 2020-21 using Holly House funds, and then supports our operating budget with a subsidy that decreases as pledge income increases over time. I have also prepared an alternative budget that does not tap endowment and thus requires making scenarios for cuts.

In order to convince the congregation that this is the best approach, we will need to provide background information to show that we understand how we reached our current budget situation and we will develop a plan moving forward. Over the last few years since I ran an operating fund drive I have been

analyzing our pledging trends. Since the beginning of this year, with the help of Ruth Edwards, I have also been looking at our long-term membership and budget trends.

The bottom line is that we have been a shrinking church. Through the early 2000's we were growing and making investments such as Spring Hall as well as calling an associate minister. These moves assumed the church would continue growing. Instead, the recession of 2008 marked a high point when we had nearly 600 members and nearly 150 registrants in our religious education program. Today we are at approximately 425 members with 69 registrants in our religious education program.

As we began to decline, our pledge income was unable to sustain our operations. Staff went for years with no increases to their already insufficient incomes. Our associate minister resigned when she was informed that we likely had only one more year of funding for her position. Our senior minister resigned the following year, leaving us without a minister for one full year but with the burden of nearly a full year's salary. Our decline has been steady and does not reflect the arrival or departure of any specific staff person (except Peter's departure).

Over the past four years since our senior minister's departure, our financial position has stabilized due to several factors. Despite continuing decreases in membership and pledges, our average pledge amount has been increasing, and Jason Puracal has done outstanding work to reduce costs, streamline financial operations, and realize more income from our facilities. We have had operating surpluses the past three years. For the current year, last year's board brought all staff salaries to midpoint for regionally-adjusted UUA recommended levels. The board also recognized Jason's contributions by adjusting his salary to the UUA upper level of administrator compensation, still well below private sector levels.

As we have moved through the 2018-19 fiscal year, pledge income fell short of budget assumptions and we had additional expenses in setting up our developmental minister position. We are currently projecting a deficit that is largely, but not entirely, being made up from reserves built up from past surpluses (Additionally, Jason has increased facility rental income). The reserves of the past few years will be depleted this year.

A basic problem of being a shrinking church is that we are carrying the facility and staff costs of a larger church, and that results in higher costs per member. We have been fortunate that our members have raised their pledges. In these areas we are at about the 85th-90th percentile of UUA churches.

The endowment was created to support the church through crises. This is not a fire. This is not an earthquake. But shrinkage is a slow developing, quiet crisis that is no less threatening to the sustainability of the church. A major reduction in program funding and/or staff will leave critical areas of church operation poorly functioning and promote a self-reinforcing downward spiral.

The alternative lies in investing our wealth for growth. Growth can be achieved by enhancing the worship and the programs that bring people in the doors, and the community building work that transitions them into membership. Thus the planned budget expands our music programs and gives our membership director the time to fully utilize her membership growth skills. It also expands our adult programming. In this year and following years we can use our wealth to bring in exciting speakers and have resources to improve our outreach.

We do need to create a sound plan for using our resources and monitor our progress to assure our resources are being well spent. What a growth strategy is not, is simply spending money to cover the costs of maintaining the status quo. There is no sustainability in that approach. The 10-year plan is based upon increasing our membership by 40 members (net) and 30 pledging units (net) each year over the next 10 years. These net increases (new members and pledging units less those resigning) are the basis behind making the 10-year plan and our church sustainable.

We have a big choice to make. Do we want to grow, or do we want to shrink? There is no guarantee the growth strategy will work. But we should still decide how much to invest, and try growth first. The analysis I have done invests about \$1M of our Holly House money. It leaves the social justice fund intact and still has over \$1-\$1.5M left in un-allocated money from the Holly House sale. I think our faith and our principles deserve that investment.

Tapping our wealth- endowment or Holly House money - requires having a plan for growth. Otherwise we could rapidly deplete our wealth with little to show for it.

## April 2019 Finance - Treasurer Report – Marcy Langrock

Items below which are ***bolded and italicized*** should be added to the list of consent agenda items.

- **Mission Fund Drive (MFD):**
  1. Tom D. and Doug Strombom are continuing to take the lead on the Mission Fund Drive.
  2. They did implement a deadline for turning in pledges Of course we will accept pledges after the deadline. It was to spur members on who had not seen it as a priority. We would like to have the pledge numbers before the annual meeting.
  3. We are trying to coordinate messaging and education between the Budget Team and the MFD.
  
- **Endowment Subcommittee (ES):**
  1. The ES met on April 19<sup>th</sup>.
  2. Splitting the investment account into two accounts, should have happened by the board meeting. All of the signatures are in. (Reminder: One account will hold only equity assets and the other will contain Fixed Income (bonds) and cash assets.)
  3. We discussed the proposed budget.
  4. It has been proposed that we document the earnings on the Endowment Fund for the past 10 years. With the Holly House property disposition vote moving forward, this data will help us with financial planning.
  5. The board and Financial Stewardship need to revisit the concept of moving towards socially responsible funds. Is that a priority for East Shore? The UUA has extensive material on socially responsible investing. I would encourage everyone to read <https://www.uua.org/finance/investment/sri>. It also should be noted that there is a fund called the Unitarian Universalist Common Endowment Fund (UUCEF).
  
- **Financial Stewardship Standing Committee (FSSC):**

1. The FSSC met on May 14<sup>th</sup>. ***I would like the Board's approval for adding Clark Cyr as a new member of the Financial Stewardship Standing Committee.***
2. When it is returned from the buyer, the FSSC will review the next version of the Purchase and Sale Agreement for the Holly House property.
3. In the next meeting, FSSC will officially approve the Service Agreement template for Adult Programs and other consultant contracts. Currently, we are using the draft template and it is working well.
4. I am planning on drafting a policy to provide more responsive oversight when committees or staff exceed their budgets.
5. The Restricted Funds Policy needs to be updated. The FSSC would like more guidance from the Board before proceeding.
6. FSSC would like us to remember how important membership growth is to our financial stability. Membership growth has the largest and longest-lasting impact to our sustainability.

- **Finance Team:**

1. The Finance Team met on May 14<sup>th</sup>.
2. I plan on drafting a procedure for the staff and committees to clarify who can approve expenditures.
3. Lucy's last day was Friday, May 10<sup>th</sup>. We have been interviewing applicants for the bookkeeper position.
4. We are working with the contract bookkeeper. She has agreed to stay on for a few weeks to train whomever we hire.
5. The Team looked reviewed the budget slideshow.

- **Budget Team:**

1. The Budget Team met on April 23<sup>rd</sup>, 2019.
2. I want to lift up all of Jason's work this past year. We were projecting about a \$115,000 shortfall at the start of the fiscal year. Thanks to Jason's diligence, we cut that projected shortfall by approximately 75% or to \$29,000. He was able to chip away at that deficit and significantly decrease it. The shortfall can be made up by using our General Reserve Fund.
3. The proposed budget this year is an investment in our future. We are looking towards growing our membership through outreach, programming, website and more. We are proposing using some of East Shore's money from the Endowment Fund to invest in our future. Here are some of the from the current budget proposal highlights:
  - Bringing all of our staff members up to UUA midpoint levels.

- Offering multiple OWL classes throughout the year.
  - Moving Aisha, our Director of Life-Long Learning back to full-time.
  - Bringing Amanda, our RE Coordinator, into RE full-time.
  - Hiring an office assistant part-time to enable Nicole, our Membership Director, to focus 100% on membership growth/ retention and outreach.
  - Bringing Eric, our Music Director, to  $\frac{3}{4}$  time.
  - A new, mobile-friendly, website.
4. We are developing a webinar about the budget. The idea is to help educate people about our proposed budget. This is intended to reach RE parents and anyone else who has a difficult time attending town halls or meetings. We also will host two question and answer sessions on June 2<sup>nd</sup> and 3<sup>rd</sup>.
  5. The webinar has a budget scenario where we only spend our pledges, i.e., no investment from the Endowment Fund. It significantly reduces our staff hours. I am opposed to this scenario. I am not ready to say that we are a shrinking church. If we go this direction, thus reducing programming, we are guaranteed to lose membership. We have been strategic in our proposed budget. OWL programming, website, and music, for instance, all have a focus for attracting and maintaining membership. **We have very talented and dedicated staff.** I would also like us to consider, what does turnover cost us? I advocate for paying our staff fairly. The budget which invests in ESUC proposes to do that.
  6. As seen in the Five-Year Strategic Plan, the biggest impact to our finances is growing our membership. Our goal with this year's budget is to add programming that will attract new members and generate excitement from existing members.
- **Treasurer Position and Other Work:**
    1. I participated in an expanded Executive Committee meeting to discuss the budget.
    2. This has been a very difficult year. I am very much reaching my limit. I am willing to stay with this position if we agree to make some changes in how we do things. I want us to be intentional and inclusive in how we solicit input. If it takes time, then so be it. If we build a better, stronger, more inclusive community, then the process can be even more important than the outcome.
    3. I would also like to challenge the recommendation that we run the church like a business. I have heard this sentiment more times than I am comfortable with. This is a faith-based community where we deal with people. This should be entirely different from a corporation. Corporations do not care about people or nurturing souls. They want to make a profit. If we cannot be more spiritual than a company, I'm in the wrong place. Granted, we may have to work harder and think outside the box, but we can do this.

- **Board Goals:**

1. "1. Financial Plan Strategy: 1a., By 12/2019 implementation of Endowment Charter"
  - This was approved at the November board meeting.
2. "1. Financial Plan Strategy: 1c., 6/2020 Holly House Funds disposition vote"
  - Once we have closed on the sale of the property, Financial Stewardship, the Board, Jason, Rev. Steve, and I will work on recommendations for how to use the funds. We will educate and gather input from the congregation. In accordance with all by-laws, we will also hold a vote if the amount dictates it. Additionally, we need to take the following into consideration:
    - The Endowment Fund earnings need to be calculated. Currently, we have a "year to date" percentage and a "since inception" percentage of gains/ losses. We need to determine what our true gains / losses are, excluding any donations, for the past 10 years. An earnings percentage is necessary when comparing other options, such as paying off the mortgage.
    - We need to sustain and grow membership. What programming and outreach will help us do this?
3. "2. Developmental Ministry Goals: 2a., Inspire a healthier culture"
  - I will work with Aisha, Rev. Steve, Mark and Right Relations to develop objectives and measurements. I anticipate that having a growth in membership and more member retention will be one of the indicators.
  - We have executed the contract with Pam Orbach. The Board voted in December to spend the money for her assistance in creating a healthier environment.
  - An area of concern for me is the lack of diversity in our leadership. The Nominating Committee has asked numerous people to join leadership positions, such as a board member position. People of color, LGBTQ members, younger adults or people with families are not willing to join. The Nominating Committee is doing their job by inviting people to join. People are just saying "no." Our job as a board is to be asking the tough questions. We need to be asking WHY people are not joining. What about our culture makes it difficult or unappealing to join? How do we change this and work towards encouraging diverse leadership? Also, while we

lack diversity, how are we gathering input from underrepresented groups so that their voices can be heard too?

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For some reason, this song from my childhood popped into my head and would not leave. (I love the subconscious!) I had to look it up. I hope you get something out of the sentiment, like I did.

## Magic Penny

Malvina Reynolds

Love is something if you give it away,  
Give it away, give it away.  
Love is something if you give it away,  
You end up having more.

It's just like a magic penny,  
Hold it tight and you won't have any.  
Lend it, spend it, and you'll have so many  
They'll roll all over the floor.

For love is something if you give it away,  
Give it away, give it away.  
Love is something if you give it away,  
You end up having more.

Money's dandy and we like to use it,  
But love is better if you don't refuse it.  
It's a treasure and you'll never lose it  
Unless you lock up your door.

For love is something if you give it away,  
Give it away, give it away.  
Love is something if you give it away,  
You end up having more.

So let's go dancing till the break of day,  
And if there's a piper, we can pay.  
For love is something if you give it away,  
You end up having more.

For love is something if you give it away,  
Give it away, give it away.  
Love is something if you give it away,  
You end up having more.

### Executive Director's Report – Jason Puracal

**Executive Director's Report to the Board of Trustees, East Shore Unitarian Church, May 2019**

#### Topics requiring Board Vote

- **350 Eastside Sponsorship Agreement**
- **FY 2019/20 Proposed Budget & communication strategy**
- **Designated Fund Facilities Reserve expenditure**

### **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 Endowment Subcommittee meeting.
- I have been meeting and communicating frequently with Ann Fletcher and David Baumgart regarding the Holly House Purchase & Sale Agreement. I met with the attorney in Tacoma and with the Buyer at East Shore. Progress is being made with the Buyer reviewing the current version of the PSA.

*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 continued with the UUA Pacific Western Region's *Leadership Experience 2019* leadership development program. The 6<sup>th</sup> and 7<sup>th</sup> classes were held virtually. My biggest takeaways from these two classes include:
  - Session 6: Change Management
    - "Effective leaders are patient with people throughout the change process, make room for their dissent, stay connected to them, tolerate their discomfort, and acknowledge their losses, but don't give in to their unhappiness!"
  - Session 7: Multicultural Transformation
    - The congregation of ESUC, on average, is approximately at Minimization on the Intercultural Development Continuum as described by the Interim Minister. This video explains what that means: <https://youtu.be/ol46yXb7S3k>
- The relationship with Bellevue College has brought 3 volunteers to the church. One is working with the Dept of Lifelong Learning, one with Membership, and one with Facilities.
- Social Media Metrics:
  - *Yelp for April*
    - 35 user views
    - 4 user leads
    - 4 clicks to website
  - *Google My Business Report for April:*
    - 22,478 people found us on Google
    - 13 people called

- 955 asked for directions
  - 294 visited the website
- ESUC.org Analytics April
  - 1,272 users
  - 1,011 New Users
  - 1,897 Sessions
  - 4,706 Page views
  - 2:28 average session
  - 35.93% used mobile devices, 6.45% use tablet
- Facebook: 755 Followers
- Instagram: 144 Followers
- Twitter: 49 Followers

*BOT Goal 3: Beloved Community. We will nurture a sustainable Beloved Community by making measurable progress moving our congregation from a multi-culturally aware to anti-racist with specific attention to lifelong learning, pastoral care, and theology.*

- I created and presented to the Board a reflection on the Holly House vote process regarding institutional racism and systematic oppression.
- I attended the Babies and Bailouts Watch Party facilitated by the Director of Lifelong Learning.
- My family and I attended the Iftar Dinner with the Pacifica Institute at East Shore.
- I brought my boys to the Parents Night Out event hosted by the RE Programs Coordinator.

*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*

- **At the request of the Climate Action Ministry Team, with support from the Earth and Social Justice Coordinating Council, I drafted and executed the extension of the ESUC – 350 Eastside Sponsorship Agreement for another fiscal year with the same terms, contingent upon Board approval. I am requesting Board approval of Amendment 1 of the ESUC – 350 Eastside Sponsorship Agreement (see attached Appendix A).**
- The fundraising for the hempcrete project was unsuccessful. A few Ministry Teams offered to support with their remaining budget balances for current fiscal year, however it would not be enough to meet the minimum to purchase the materials. Consequently, the fundraising campaign was closed and all donations refunded. If East Shore desires to move forward with this project, it will need to be funded. Given the value propositions of the project, it could potentially qualify for a grant, for example from the [Bullitt Foundation](#). Hempitecture agreed to assist with the workshops in March 2020 if East Shore decides to continue with the project. I will continue with the permit process with the City, however Grounds is re-examining how it would like to replace the shed. My startup will still release publicly the report testing the material done by the

undergraduate engineering students once finalized, which should assist builders with the permitting process if they choose to adopt the material.

- I attended the 2019 Living Future UnConference in Seattle. My biggest takeaway is that there is beginning a shift in the built environment from just focusing on operational carbon (i.e. making improvements to energy efficiencies and alternative energy solutions) to also accounting for embodied carbon- the amount of carbon in the materials used to make the buildings and products in the first place. This represents ~50% of the carbon footprint of the built environment, which is ~50% of the carbon footprint of the US. Due to the urgency created from the last IPCC report, the industry is no longer looking at doing less harm, but turning the built environment into carbon sinks through the use of bio-based materials. The hempcrete shed would be an example of the innovations the market is looking for.
- There are three separate potential Eagle Scout projects that will occur on East Shore's campus over the coming summer. One Scout has identified the patio paver project outside the North Room; another the migration of the P-Patch garden to the main campus. We are waiting for written proposals.

#### *Additional Finance Activities*

- I met with the Finance Team. We discussed the April month end statements, potential policies needed around fundraising and budget overspending by groups at East Shore, the Bookkeeper situation, and the proposed budget scenarios for next fiscal year.
- The March statements submitted to the Board in April have been finalized without change.
- The DRAFT month-end reports created for April 2019 were emailed to the normal distribution list. For the Board's review, I have included the DRAFT April 2019 Summary Income Statement (see Appendix B), and the DRAFT April 2019 Balance Sheet (see Appendix C). The DRAFT April 2019 Income Statements by Department are presented visually as part of the financial charts (Appendix D), although for more transparency, some of the Departments have been broken down into categories.
  - According to the DRAFT April 2019 reports, the total income from donations for April was \$61,264.59. We discovered an error in the setup of the FY 2019/20 Pledge Campaign such that pre-paid pledges were coded to current fiscal year pledge income instead of to the correct liability account. The total of this error is \$32,250 and we are investigating the best way to correct the error within the ACS system.
  - Discounting the pre-paid pledges, total income from donations was on par for the 17-year average of pledges for the month, and approximately \$10k lower than what was contributed last year during this period. Please note the new account structure groups non-pledge donations with pledges for total income from donations. Total income was on par for the 17-year average, approximately \$5k lower than the 5-year average, and just under \$10k lower than what was brought in last year during April. Our monthly expenses were slightly higher than budgeted due to the second quarter payment to the Right Relations consultant. East Shore had a deficit for April of approximately \$14,638. Year-to-date East Shore is running a surplus of ~\$121k providing a 1.25 month runway of operating expenses. This is a typical cash flow situation for this time of the year.
- Please note that the Balance Sheet has a negative amount listed under Current Liabilities, Other Payroll Deductions because:
  - The January deductions error was rectified on the May 20, 2019 payroll (so not reflected in April reports), and

- The Developmental Minister's insurance premiums were paid in advance for the quarter, with the deductions to be taken out on each payroll forthcoming. This is not our standard operating procedure.
- 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 \$28,982.34 for the fiscal year. What manifests in donations during May and June will be critical to how close to a balanced budget we terminate the fiscal year with. It appears from the model we are now able to cover the potential deficit with funds from the Designated Fund General Reserve account.
- I attended the Budget Team meeting. Several other Staff and I presented to an expanded audience a case for an investment from Endowment to supplement the budget next fiscal year in a manner that will help to grow membership, as well as a path for inclusive, holistic strategic planning by the congregation. I also attended the expanded Executive Committee meeting to discuss the same topic with other church leadership.
  - From these discussions, a plan to create a webinar with follow up Budget Town Halls on June 2<sup>nd</sup> and 3<sup>rd</sup> to educate the congregation on the budget options is planned.
  - I created the first draft of the slide deck for the webinar and am awaiting feedback from the core group designated to flush out the draft for the Board's review.
  - I met with the Vice President to discuss the draft webinar slide deck.
- I attended the Financial Stewardship Committee meeting. I provided an update on the current fiscal year budget, the Mission Fund Drive campaign for next fiscal year, and the Budget Team update.
- 2019/20 MFD update (as of 5/16/2019):
  - Confirmed \$520,473
    - Pledges: 163 of 317 households
    - 0 Waiver
    - 0 No's
    - 8 Life (Members who are not required to pledge)
    - Currently, we are up \$16,054.92 from the same people who pledged in the current fiscal year plus three new members.
- Our tax attorney clarified the concerns of how East Shore could sponsor the Homeschool PTSA group that would like to operate at East Shore starting in the fall. The Director of Lifelong Learning submitted a request for Sponsorship using the Board approved guidelines, and I elaborated a draft Sponsorship Agreement. The final details are being worked through with the external group, and it is anticipated to present this proposal before the Board shortly.
- I drafted and executed a contract for a guest worship speaker.
- I reviewed and executed a contract for an East Shore LIVE presenter.
- The conversion to Realm for our Membership database has occurred. The transition of the data was not as smooth as was advertised to us, and the impacts to the Financial Module have been more than expected. We are working through the challenges with ACS.
- Pledge statements were sent out to all Members with an outstanding balance for current fiscal year.
- I met with the Chair of the Earth & Social Justice Coordinating Council/Chair of Policy & Governance Committee to explain overall fundraising policies in place and what is missing as it relates to groups being able to fundraise at ESUC.

*Additional HR Activities*

- East Shore's Bookkeeper gave a three week notice of her intention to resign to look for a higher paying position that would better advance her accounting career. Her last date of employment

was May 10, 2019. The Finance Team and I has been interviewing new candidates. We drafted and executed a contract with a part time Contract Bookkeeper to continue the critical areas of the bookkeeping (deposits, check runs, and payroll). This is also an opportunity to evaluate and optimize the position, and we have already begun to make improvements to the processes and procedures. The search for a more permanent solution is still underway. This task has taken up a significant portion of my time over the last 3 weeks.

- I spoke with a representative of NasdaqBoard, a service to help Boards be more organized and communicate better. While an interesting concept, the cost per Board member at \$110 per month is currently not budgeted.

#### *Additional Facilities Activities*

- I attended the Facilities Team meeting in April. We discussed gas meters, security cameras, hempcrete shed, three potential Eagle Scout project, A/C for Education building, and bids for parking lot repair.
- ACE repaired the damaged security cameras from the lower parking lot for \$75. Next step is to add them to the blind spots on the Education building.
- I met with Nick Langrock, who expressed interest in doing his Eagle Scout project at East Shore. After offering several options, Nick expressed interest in migrating the P-Patch gardens to the space between the Admin and Multi-Purpose buildings and on the border of the grass area above.
- **It was determined that the lowest cost and easiest option to fulfill the A/C requirement by our summer renter is to purchase 4 portable A/C units that plug into a 110v outlet and exhaust through a plastic tube connected to the window. One unit was purchased (yet to be delivered) to test the setup and effectiveness. As this expense was not budgeted, Facilities requests permission from the Board to utilize the remaining ~\$3,500 in its Designated Fund account. The potential revenue from the renter is ~\$26k.**
- The received quotes for repairing the lower parking lot poles, lights and security cameras were submitted to Church Mutual. We are awaiting a response to determine the final claim amount and what the church can afford to repair.
- The installation of the Polycom system for the Collaboration Space failed. We believe the issue is our firewall for the LAN. We are currently relying upon the Comcast firewall, which is less than adequate and does not have the capacity to customize the settings to our needs. We are reviewing options for improving the firewall for the longer-term digital needs of the church.
- I attended the Grounds Team meeting to provide an update on the shed project.
- The Facilities Manager attended a webinar on “Challenges Facing Church Security in the 21<sup>st</sup> Century,” and reported back to the Staff on the learnings. With the increased violence across the country and certain activities on campus, this has become a regular topic during Staff meetings.

#### *Additional Social Justice Activities*

- At the invitation of the attorney representing East Shore for the Holly House sale, I spoke at the law firm in Tacoma during their Friday lunch session. The topic was wrongful convictions and reforms to the criminal justice system.
- I attended the CleanTech Alliance Breakfast series topic on Sustainable Agriculture.

#### **Discussion Agenda**

- **The Board must approve what budget scenario(s) will be presented to the congregation for vote on June 9, 2019. Attached is the summary view of the options the Budget Team has**

**created with input from all groups with financial activities at ESUC (see Appendix E). The detailed budget will be printed separately for discussion.**

- **The Board must also decide what content it would like to share in the communications about the Annual Meeting and the proposed budget, i.e. the required mailing to go out by Friday, May 24, 2019 and the webinar.**

Respectfully Submitted,  
Jason Puracal  
Executive Director

## **Director of Lifelong Learning's Report – Aisha Hauser**

Director of Lifelong Learning Report to the Board

I've been pouring over past annual reports from 2006 through 2010 and it is striking that the challenges we face today were the same ones my predecessor named, including difficulty with teacher recruitment and consistent attendance. These issues are not unique to East Shore, rather a result of both our geographic location and living in an era of highly scheduled children and youth. When commiserating with religious educators from the south or Midwest, regions that have more conservative Christian leaning folks, there are no sports on Sundays or Wednesday evenings, therefore less demands competing with time in faith communities. Having acknowledged the limitations of a primarily secular Pacific Northwest culture, it is still important for families to be offered liberal faith values in our settings. Our Whole Lives sexuality education consistently excites families and has committed attendees. We will be offering all the ages of OWL next church year, including for the first time ever, Older Adult OWL.

It is important to note that East Shore will host three levels of Our Whole Lives trainings during Labor Day weekend. I will be one of the trainers and since I am an employee of the congregation, cannot receive the \$900 fee. This is a valuable service I provide East Shore. The trainings I am hired to offer all over the country cost anywhere between \$800 and \$2,500, depending on the topic and length of time. As the DLL here, I offer these trainings as part of what I do in my role. If the investment budget passes, the congregation can look forward to receiving the high quality adult programs I have been offering elsewhere. I will also offer programming for parents to strengthen their connection to this congregation.

The Eastside Homeschool PTA will be renting from us starting in September. The school will meet twice a week on Mondays and Fridays. Both East Shore and ESHPTA are excited about this partnership. Amanda and I have offered a middle school OWL class during the week so that more people in the community receive programming rooted in Unitarian Universalist values.

We are winding down the church year in all of our programs. June 2<sup>nd</sup> will be the Religious Education Celebration Sunday and we will honor our volunteers, children and youth. We will also be honoring the youth who are graduating high school in our Bridging Ceremony.

Here are the children and youth religious education attendance numbers for the following dates:

April 14-40

April 21-40

April 28-45

May 5-35

May 12-38

Parents Night Out Friday, April 26, 2019-18

Amanda hosted free babysitting for RE Parents to drop and go. Several new members with young children enthusiastically participated in this.

Included at the end of my report are two addendums, one a reflection from Walter Andrews about the past RE registration numbers and the pages from past reports submitted by my predecessor, Michelle Conklin. You will find that the registration numbers and weekly attendance numbers are vastly different. It was clear that membership and RE numbers were not kept as diligently as they are now.

I absolutely agree that attendance and registration numbers have gone down and we (Amanda, the Lifespan Integration Team and Adult Program Team) are working very hard to provide holistic, inspiring and relevant programs for all ages to reverse this downward trend. It is only through continuing to invest in fully funding the staff that the church will move toward an uphill trajectory.

Respectfully submitted by, Aisha Hauser, MSW

## Liaison Reports

### Personnel Committee - Jerry Bushnell

Personnel Committee  
Report to Board of Trustees  
May 15, 2019

For Consent agenda: Nothing this month

Informational: Grace Colton, past chair of the personnel committee did an exit interview with Lisa Rahman, our bookkeeper, who just left for a job at Amazon.

The personnel committee did not meet in April.

Jerry Bushnell, Board Liaison

### ESJCC Report - Lynn Roesch

As a result of the Council's decision to provide a quarterly ESJ report from the various Ministry Teams, we are not submitting a report this month. The Council will be including a summary of February - May activities in the upcoming Annual Report.

Please feel free to contact Lynn Roesch or Ann Fletcher if you have any questions for Council members.

## Right Relations Committee – Mark Norelius

Right Relations May 2019 Board Report

My Fellow Boardies,

I attended an educational presentation:

Board Training for Equity put on by Washington Women’s Foundation

The most important take away I received was:

If there is a gap, start working on it NOW, even if it’s a small step. The example provided had to do with 3rd grader grade level assessment of differences between white and POC kids and the use of managing something as simple as the the school free lunch program as a way of shrinking the gap.

It was a small step but it was a step. I think we have a tendency to put significant issues aside and not really come back to them because they are so difficult.

I would like to address an issue that I am seeing as being one of the difficult parts of being a part of this board, lack of opportunity for in depth communication with each other. Dennis initiated a “board member only” email exchange during this last month. I thought it would be a good idea because it could give us a chance to brainstorm with each other, get a sense of where we all stand on issues and maybe cut down on some of the conversation exchange that eats up our monthly board meetings. Some participated and some did not. Unfortunately we do not have enough time during our monthly board meeting to get very deep into any particular topic without using up all of our meeting time. I’m not sure what to do about this but we have a lot to cover. I’m open to all ideas but I’d like to hear from board members in this months meeting their thoughts on this topic. It feels to me like we are at another significant potential turning point with all that is going on.

We have a deficit budget we’re working on, we will soon be dealing with the proceeds from the sale of Holly house, and a few more items which I will bullet point below. **In our May meeting**, I would like a discussion of all of the following bullet point items. If that’s not possible, I would like to get a commitment from all board members to participate in 2 separate email exchanges, one for each of these items:

- Item 1: Jason provided a presentation during our last meeting helping to identify shortfalls in the role the board played during the lead up to the Holly House vote. He listed several options to consider to follow going forward. Many of us shared our appreciation for his efforts in preparing this presentation. My concern is that we will do what we have done in the past and put it aside as we deal with the current hot issue. At this point it’s the budget shortfall. There always seems to be something. Jason’s presentation was not about Jason. It was about us. We need to do something. We need to do something **now**, even if it’s a small step.
- Item 2: I’d like to ask that all members of the board participate in a brief round of comments during this meeting ( May) with your thoughts on the 2 Appendix items (prepared by Pam Orbach) to the email I sent out on May 14 to the present and future board members. (See Pam Orbach appendix items)

Mark Norelius, Member At Large  
Right Relations Liaison

## Policy & Governance – Ann Fletcher

1. Last meeting the Board decided not to send out the survey developed by Jennifer Sumner, Policy and Governance Committee (P&G) member, at the request of HHDTF and approved by them. P&G would like to know whether or not the Board will be seeking feedback to inform the task force and themselves through this survey, a revised survey, and/or other means in the future
2. I am currently assisting the New Holly House Sale Task Force with moving the Purchase and Sale Agreement (PSA) to completion. Dave Baumgart is providing an update on this process in his Board report. I will also be at the meeting to answer questions. Dave will be requesting that the Board approve Jim Shuman to temporarily take his place to negotiate (along with Jason) with the buyer during the time Dave is on vacation May 23-June 10. Jim will also take on my task force communications role while I have surgery May 23-June
3. Michelle Danley and I met with Dennis Fleck about future fund raising and financial procedure communications to help the ministry and core teams to better understand related Board Policy and relatively new Staff Procedures. This issue came up at an Earth and Social Justice Council Meeting, and we will follow up with the new Board next year to work more on this.
4. Marcy Langrock and I had a conversation about finance procedures and generated some follow up ideas to improve and communicate staff procedures designed to fulfill Board Policy on finance.
5. P&G Committee is not proposing any bylaw changes for the upcoming Annual meeting. The Committee is interested in working with the Board next year on potential bylaw changes which I will outline to the new Board this summer.
6. P&G will also request that the new Board do its annual Board Policy review in the summer/fall to provide input on priorities to Policy and Governance work next year.

## HHDTF – Holly House Dev Task Force Report – David Baumgart

Note that there is two consent agenda items, below:

- **We seek approval from the Board that Jim Shuman be authorized to represent the Board of Trustees in negotiations with the buyer to conclude the work on the Purchase and Sale Agreement. In this capacity, Jim would work in collaboration with Jason Puracal, Ann Fletcher, and David Baumgart.**  
**[It is noted that Ann will be recovering from surgery from May 23, for at least a week. It is also noted that David will be offline, on vacation in Ireland, from May 23 to June 4.**
- **We seek approval from the Board to email the HHDTF survey to the active members of the congregation that was provided to the board in April.**

The task force is now actively working on three items:

- 1) Negotiating the Purchase and Sale Agreement working with a lawyer named:

**Jemima McCullum**

**Attorney at Law**

It is noted that ESUC has paid a retainer for this attorney's services. Ms. McCullum is actively working on each of 3 different issues:

- **The cloud on the title** – the City of Bellevue asst attorney is now filing paperwork to officially terminate what the City regards as an agreement with ESUC. We have been informed that this should be completed later this week. Since the city has a history of over-promising and under-delivering, I have recommended to Ann that we request Ms. McCullum to get directly involved in this matter.
- **The Playground** – From the beginning of this transaction, we have offered an easement so that this buyer's Home Owner's Association will have access on behalf of the members of the

HOA. We are negotiating with the buyer for their replacement of the playground equipment in exchange for this easement.

- **Sophia Way Lease** – We are negotiating with the buyer on the appropriate language regarding this lease. The buyer has stated that they see a lot of value in the activities and mission of Sophia Way, so we are hopeful for an outcome that minimizes the impact on the Sophia Way Lease. The negotiation involves the timing of the end of the lease and also the buyer’s request to include a “demolition clause.”

- 2) Purchase and Sale Holly House Task Force (“PSHHTF”): David Baumgart and Ann Fletcher are now forming a new taskforce to insure that the execution of the Purchase and Sale Agreement is completed; and then continue that taskforce until such time as the closure of the sale of the Holly House property. It is estimated that the sale will be closed in about a year after the execution of the PSA. The initial members of the PSHHTF include:

- Ann Fletcher
- Jim Shuman
- David Baumgart (assigned as Board Liaison)
- Jason Puracal, Exec Dir, would also be a non-voting member of this TF and would serve as staff liaison.

It is noted that we hope to recruit at least two more additional members.

Appendix H, the initial proposed draft charter was provided in the Board Packet.

- 3) Preparing to survey the congregation to find out how interested members of the congregation evaluated the services of the HHDTF. This effort is being led by Carrie Bowman.

I provided the proposed survey, in the April Board Packet.

Submitted, David Baumgart

# APPENDICES

## Appendix A: April 2019 Summary Income Statement

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)
East Shore Unitarian Church Monthly Income Statement - Summary July 2018 to April 2019								
Page : 1								
<b>Revenues</b>								
Income - Donations	61,265	62,750	1,485	647,177	627,500	(19,677)	753,000	85.95 %
Income - Program Fee Pmts	873	725	(148)	16,267	7,250	(9,017)	8,700	186.98 %
Income - Fundraising Event Pmt	1,203	3,646	2,443	51,269	36,458	(14,811)	43,750	117.19 %
Income - Facilities Rental Pmt	18,522	17,079	(1,443)	186,952	170,788	(16,164)	204,945	91.22 %
Income - Dept Activities Pmts	4,022	6,263	2,241	66,714	62,633	(4,081)	75,159	88.76 %
Income - Other	223	6,816	6,593	115,446	68,158	(47,288)	81,790	141.15 %
<b>Total Revenues</b>	<b>86,107</b>	<b>97,279</b>	<b>11,172</b>	<b>1,083,826</b>	<b>972,787</b>	<b>(111,038)</b>	<b>1,167,344</b>	<b>92.85 %</b>
<b>Expenses</b>								
<b>Payroll Expenses</b>								
Wages	48,948	46,519	(2,429)	469,741	465,194	(4,547)	558,232	84.15 %
Payroll Taxes	4,540	3,484	(1,056)	35,562	34,841	(720)	41,810	85.06 %
Payroll Benefits	8,995	10,331	1,336	92,287	103,306	11,019	123,967	74.44 %
<b>Total Payroll Expenses</b>	<b>62,483</b>	<b>60,334</b>	<b>(2,149)</b>	<b>597,589</b>	<b>603,341</b>	<b>5,752</b>	<b>724,009</b>	<b>82.54 %</b>
<b>Program Expenses</b>								
Administrative Expense	8,751	9,509	758	52,675	95,094	42,419	114,113	46.16 %
Facilities Expense	6,900	7,810	910	82,469	78,095	(4,374)	93,715	88.00 %
Business Expense	11,255	6,523	(4,733)	74,363	65,226	(9,137)	78,272	95.01 %
Office Expense	963	2,218	1,256	21,439	22,183	745	26,620	80.54 %
Fundraising Expense	672	1,187	516	6,988	11,875	4,887	14,250	49.04 %
Advertising & Marketing	250	227	(23)	565	2,267	1,702	2,720	20.75 %
Interest & Loan Expense	9,470	9,470	0	94,704	94,704	0	113,645	83.33 %
<b>Total Administrative Expenses</b>	<b>29,510</b>	<b>27,435</b>	<b>(2,075)</b>	<b>280,528</b>	<b>274,351</b>	<b>(6,177)</b>	<b>329,222</b>	<b>85.21 %</b>
<b>Total Expenses</b>	<b>100,745</b>	<b>97,279</b>	<b>(3,466)</b>	<b>930,792</b>	<b>972,787</b>	<b>41,994</b>	<b>1,167,344</b>	<b>79.74 %</b>
<b>Net Total</b>	<b>(14,638)</b>	<b>0</b>	<b>14,638</b>	<b>153,033</b>	<b>1</b>	<b>(153,033)</b>	<b>0</b>	<b>0.00 %</b>
<b>Other Revenues</b>								
Designated Revenues	35,434	0	(35,434)	67,364	0	(67,364)	0	0.00 %
Restricted Revenues	0	0	0	9,625	0	(9,625)	0	0.00 %
Revolving Revenues	0	0	0	0	0	0	0	0.00 %
<b>Total Other Revenues</b>	<b>35,434</b>	<b>0</b>	<b>(35,434)</b>	<b>76,989</b>	<b>0</b>	<b>(76,989)</b>	<b>0</b>	<b>0.00 %</b>
<b>Other Expenses</b>								
Designated Expenses	1,650	0	(1,650)	112,904	0	(112,904)	0	0.00 %
Restricted Expenses	0	0	0	7,998	0	(7,998)	0	0.00 %
Revolving Expenses	0	0	0	8,273	0	(8,273)	0	0.00 %
<b>Total Other Expenses</b>	<b>1,650</b>	<b>0</b>	<b>(1,650)</b>	<b>129,176</b>	<b>0</b>	<b>(129,176)</b>	<b>0</b>	<b>0.00 %</b>
<b>Net Operating Total</b>	<b>19,146</b>	<b>0</b>	<b>(19,146)</b>	<b>100,847</b>	<b>1</b>	<b>(100,846)</b>	<b>0</b>	<b>0.00 %</b>

## Appendix B: April 2019 Balance Sheet

Date : 05/09/2019  
Time : 8:44:21 PM

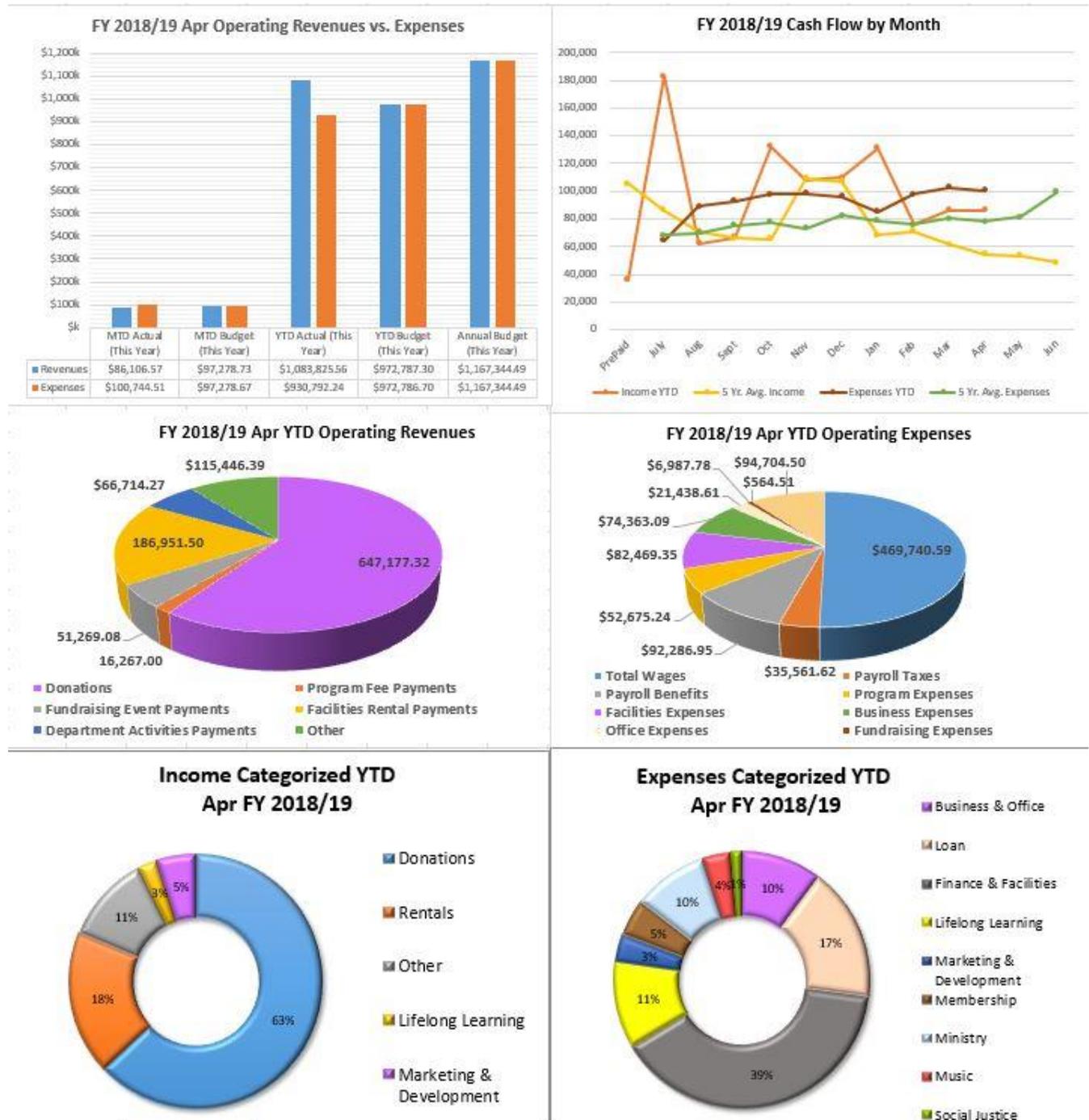
East Shore Unitarian Church  
Balance Sheet  
April 2019

Page : 1

Accounts

<b>Assets</b>		
<b>Current Assets</b>		
<b>Cash &amp; Investments</b>		
1-1000 - Petty Cash	\$200.00	
1-1010 - Checking - Chase	\$120,861.95	
1-1030 - Brokerage - Schwab	\$56,877.92	
2-1010 - Checking - Chase	\$17,427.82	
3-1010 - Checking - Chase	\$74,973.65	
3-1040 - Endowment Money Funds - Schwab	\$23,431.43	
3-1070 - Endowment Investments - Schwab	\$1,327,898.12	
4-1010 - Checking - Chase	\$13,841.72	
<b>Total Cash &amp; Investments</b>	<b>\$1,635,312.61</b>	
<b>Other Assets</b>		
1-1110 - Deposits	\$1,750.00	
<b>Total Other Assets</b>	<b>\$1,750.00</b>	
<b>Total Current Assets</b>		<b>\$1,637,062.61</b>
<b>Contra Assets</b>		
1-1600 - Building Loan Contra Account	\$735,798.33	
<b>Total Contra Assets</b>		<b>\$735,798.33</b>
<b>Total Assets</b>		<b>\$2,372,860.94</b>
<b>Liabilities, Fund Balance, &amp; Restricted Funds</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
1-2010 - Second Sunday Collection Payable	\$1,015.00	
1-2020 - Other Collections Payable	\$175.00	
1-2110 - Wage Accruals Payable	\$20,625.20	
1-2160 - Other Payroll Deductions Payable	\$141.35	
1-2500 - Building Loan - Current	\$76,200.00	
<b>Total Current Liabilities</b>		<b>\$98,156.55</b>
<b>Long Term Liabilities</b>		
1-2700 - Damage Deposits - LT Rentals	\$4,500.00	
1-2750 - Building Loan - Long Term	\$659,598.33	
<b>Total Long Term Liabilities</b>		<b>\$664,098.33</b>
<b>Total Liabilities</b>		<b>\$762,254.88</b>
<b>Fund Balance</b>		
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	\$2,805.90	
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	\$100,846.57	
<b>Total Fund Balance and Excess Cash Received</b>		<b>\$1,610,606.06</b>
<b>Total Liabilities, Fund Balance, &amp; Restricted Funds</b>		<b>\$2,372,860.94</b>

## Appendix C: April 2019 Financial Charts



## Appendix D: ESUC Board of Trustees Draft Minutes – April 16, 2019

ESUC Board of Trustees

Draft Minutes April 16, 2019

Minutes, Leadership Reports	Com. + Board Liaison Reports
April Board Agenda + Upcoming Events	Personnel Committee – Jerry Bushnell
Minutes of Last Board Meeting Appendix D Minutes of March 24 Congr. Mtg Appendix F	Earth and Social Justice Coordinating Council (ESJCC) Report – Lynn Roesch
Ministers Report – Stephen Furrer	Right Relations Committee – Mark Norelius
Board President's Report – Tom Doe	Circixles Letter from Right Relations – Append I
Finance – Treasurer's Report – Marcy Langrock	Policy & Governance – Ann Fletcher
Exec Dir, Finance & Operations – Jason Puracal Appendices A&B – Income Statement & BS FY18/19 Appendix C - Financial Analysis / Charts	Holly House Dev. Task Force including a proposed survey of HHDTF performance – David Baumgart  Statement to the Board from HHDTF Appendix E  Draft Charter Purchase Sale Holly House TF App H  Process for HH Sale – Board Actions, Append J
Lifelong Learning – Aisha Hauser	

### Board of Trustees Meeting Agenda – April 16, 2019

Host: Dennis				
6:45	7:00	0:15	Social Gathering	
7:00	7:15	0:15	Check in	All
7:15	7:25	0:10	Consent Agenda	All
7:25	7:35	0:10	Holly House: Status of Agreements	Dave, Steve
7:35	7:35	0:10	Holly House: Statement from Exec Director	Jason
7:45	8	0:15	Holly House: Congregational Mood	Mark
8	8:15	0:15	House: Strategy for Funds	All

8:15	8:45	0:30	Budget Process and MFD	Marcy, Jason
8:45	9:00	0:15	Executive Session - Nominating Committee	Connie, All

**Upcoming Events for Your Calendar**

- Date Exec Council – May 7, 2019
- Date Board Packet items due Wed, May 15, by end of day: email to Volunteer 1@esuc.org
- Date Beacon Board Buzz due Wed, May 22, Date, email to Nicole Duff
- Date Board Meeting 5/21/19; Marcy is host.
- Sunday Svc Announcements: We need volunteers for 9 AM service: 4/28, 5/5, 5/12

**Opening Words:** Reverend Steve did a reading and lit the chalice

**Board Members Present:** Sara Brannman, Mark Norelius, Dennis Fleck, Lee Dorigan, Marcy Langrock, Tom Doe, David Baumgart, Jerry Bushnell, Paul Buehrens, Evelyn Smith

**Staff Present:** Rev. Steven Furrer, Aisha Hauser, Jason Puracal

**Visitors:** Ann Fletcher, Pam Orbach, Milly Mullarky, Jack Slowriver, Amanda Strombom, Ryam Hill, Manny Brown, Louise Wilkinson

**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.

**4/16/2019 Consent Agenda Voting Items:**

- Approve March 19, 2019 Board Meeting draft minutes
- Approve March 24, 2019 Congregational Meeting draft minutes
- Two Consent Agenda Items in the HHDTF Board Liaison Report: proposed members of the new PSHH task force, and proposed evaluation survey of the HHDTF

**Discussion about Consent Agenda:**

Dennis, first sentence of survey, on page 12, points out that the survey will benefit not only the task force, but other task forces in the future and other church teams.

The survey will be organized by Carrie Bowman with help from Jennifer Sommers

**Vote on Consent Agenda:**

**Moved, Sara, second Evelyn, passed unanimously**

**Items Removed from Consent Agenda:** Initially none, but after later discussion, approval of the current survey was withdrawn by the following motion from Lee Dorigan and seconded by Marcy Langrock:

**The board does not approve use of the current proposed survey for evaluating the Holly House sale process. Vote: 9 for, one abstain, motion passed.**

### **7:35 – Holly House: Statement from Executive Director, Jason Puracal**

Jason presented a power point on his reflections on the Holly House process, sharing his personal experience, especially regarding systemic racism and institutional oppression. Jason points out that it is part of his job description to consult with the board. Jason pointed out that he is assuming good intentions and is not intending to judge anyone.

Jason feels that the board's fiduciary responsibilities were dropped.

Jason stated that what he is concerned about is this process. The silencing of people of color and their perspectives equates to institutional racism. If you add in the other marginalized identities it is systemic oppression. Jason wanted to be clear that he was not calling anyone in the room, or anyone involved in this process racist.

Much discussion ensued following Jason's remarks. A list of Jason's allegations are attached as appendix A to these minutes.

Jason feels that the board's fiduciary responsibilities were dropped. Specifically, he talked about duty of obedience, duty of loyalty and duty of care. He said that it boils down to lack of process. Jason's examples were:

- The contract with the broker, Marcy and Jason had to fight to see the contract and review it
- The task force was able to flex the charter at their own will, first stating that they wanted to remain neutral the whole time, and then deciding that they didn't want to at the same time.

Jason then defined institutional racism and systematic oppression. Institutional racism is defined as collective failure of an organization to provide an appropriate and professional service to people because of their color, culture, or ethnic origins. It can be seen or reflected in the processes, attitudes and behavior which amounts to discrimination through unwitting prejudice, ignorance, thoughtlessness and racial stereotyping which disenfranchise minority people. Systematic oppression is defined as oppression by an institution. Systematic oppression occurs when established laws, customs and practices systematically and cynically reflect and produce inequalities based on one's membership in targeted social identities. If oppressive consequences accrue due to institutional laws, customs or practices, the institution is oppressive whether or not the individuals maintaining those practices have oppressive intentions.

Jason outlined three possible paths and noted that he does not favor any one of them.

1. Business as usual

- Even though we say we want inclusivity, we want diversity, that culture does not change
- When people of color share their stories, they are well received
- When Jason wants to share his opinion on any specific topic, it does not seem to be heard
- When Jason weighed in on the Holly House pamphlet, his edits were not used

2. Confirm the vote

- Board pause and ask if we had an inclusive process
- Have dialogue with the entire congregation
- Reconfirm the vote at the June 3<sup>rd</sup> congregational meeting

3. Live with the vote

- Be intentional with how we move forward with the Holly house process and all other processes of the church

Discussion:

Ryam, upset that Jason and Marcy had to fight to see the contract. She also notes that the vote was delayed because we did not have a minister. Also we needed more information. She was not expecting so much discussion of how to spend the proceeds. Upset that important meetings were not on Sundays when more people could come. She thought that the task force was operating too much out on their own, and out of process when it came to review. Ryam would like us to use our professional staff is used, and that our treasurer is involved.

Marcy confirmed that it was hard for her to get information.

David noted that the task force was divided into small subgroups.

In terms of process, we have had issues with other groups signing contracts.

Dennis noted that the board did not specify in the charter what things had to be brought back to the board.

Jack noted that they heard a lot of anger and vitriol after making a point of order at the Holly House meeting.

Manny noted that the process called "Dream BIG" put the focus on money, not on the community and stewardship. A better question would be "if I had to help community, what would I do"

Louise pointed out that we spent a lot of time on "Dream BIG", but no time on getting input and discussing the actual options that we voted on. She thinks that it would be wonderful if we could find a

way of reaching consensus, rather than having to vote. The possibility could have been there if we had had huge gatherings where we had all the information on the table, and the things that we said in one minute sound bites during the vote were said in large groups where people could go back and forth and talk and share. That was the kind of sharing that was needed. In our attempt to be equal between the affordable housing and market rate proposals, we did not have the time to understand everything about the affordable housing proposals. She noted that equality is not always equity. Louise would like us to focus on how task forces are formed.

Sara thinks the process shows how entrenched we are in white dominant culture. She is working on her personal growth to learn how to moves us away from institutional racism and systemic oppression.

Lee notes that we are working hard on process.

Manny notes that process is set up by those in power and has been used to maintain power. We need to figure out to include everyone when setting up processes.

Lee agrees that we need to find ways to be inclusive.

Evelyn felt that at the end of the Holly House process we were terribly rushed. We could have used much more time discussing the voter's pamphlet. We need to concentrate on slowing ourselves down. If we go slower, it will be easier to see what we are missing and leaving out.

Marcy noted that she was the only person with children in RE, other than Jack, who filled out the questionnaire. Marcy noted that we did not ask ourselves the question, why aren't people filling this out. Are people feeling pushed to the side or not important?

Aisha noted that Laurie Adams did follow up on the RE family responses, asking Aisha about it. Aisha feels that there was not much interest in the "Dream BIG" process, partially because spending money was not that interesting, but if the discussion had instead been on land use, there would have been more interest. Aisha was very surprised that the task force chair endorsed the market rate proposal just before the vote, after all the care that had been spent for the task force to remain neutral. She feels that reflects power and privilege.

Pam challenged us to paraphrase Jason's points. Sara did paraphrase. She wonders if the board has been taking advantage of staff.

Rev. Steve recognized how Jason's report can provide a path forward.

Jack noted that another issue for the board to address is our governance, with us currently having differences between our by-laws and policy, concerning the shared leadership model. Ann agrees that

we should work on this. Louise says that we should show the 53-minute movie about how we stole the Duwamish land. We also discussed a monthly stipend to the Duwamish.

Sara notes that narrative can be more powerful than numbers and data, as data can miss huge numbers of people.

Tom thought it would be helpful for this discussion to be held with members of the task force present.

David mentioned that he was silent during this discussion because he thought it was a mistake to critique the task force without their being present. He also pointed out that the majority of the task force identified as females. David also tried his best to get people of color on the task force.

Tom asked Jason if he felt that tried to bring these items to the board and were shut down by us, or is this the first time that you are bringing it to our attention.

Jason said that he made a presentation of board fiduciary responsibilities at our pre-retreat and our board retreat. He said that he provided his input when he thought that the board was going to make a recommendation. He also noted that he brought this up to the SLT in March and the SLT discussed it. He said that the decision was to wait until after the vote so that people could see the actual divisiveness. He notes that he wrote long reports on Holly House. He feels that he tried to bring it to attention, and that his report was never shared with the congregation. He said that when he is constantly shut down, there is only so much he can do.

Manny noted that a lot of people of color are not engaged because it does not feel like a safe place for them. We need more allies for people of color on tasks forces and committees, and that will make people feel safer.

Milly thinks that we should open this up again to another vote. She notes that "Dream BIG" was not about supporting values, but about buying things. We still will have a battle about what to do with the funds. We should discuss our values before deciding what to do.

Jason again spoke, he thinks that we should not continue business as usual. In terms of intentionally moving forward, he thinks the proceeds should be going toward our mission.

Jason feels that we should do something to recognize that we just sold land that was originally owned by the Duwamish. Especially considering that the Lummi are honoring us by bringing a totem pole here.

Paul thinks that we are doing ok as a board. We are trying to lead by democratic process. We are not that broken. He feels that the process was flawed, but it was legitimate.

Ryam notes that we should use the discussion we had tonight to choose how to proceed with the task force responsible for the details of the sale.

Jack and Manny think that the survey is set up to continue business as usual. The survey will likely just confirm that our process is fine, even if it is not.

Jack thinks we need to change our culture. Manny thinks that things are changing, and people are more at ease about discussing social justice.

Finished at 9:09

**Holly House: Congregational Mood, Mark**

This item was not addressed

**8:00 – Holly House: Strategy for Funds, All**

This item was not addressed

**9:10 – Budget Process and MFD, Marcy, Jason**

Marcy presented the first draft of the budget. She asked staff and teams for recommendations and presented it at the budget conversation meeting. She showed us the presentation and noted that Holly House money is not in this budget. The team assumed that a goal would be to increase membership and pledges. This is considered a “bridge year”. One goal was to talk about what we want to do more than just talking about money. The dream scenario would require donations of \$864K if no money were taken from the endowment.

This budget would fully fund SJ, facilities, UU dues, increase music to 30 hrs/week, Increase RE program coordinator to 40 hours per week, add office receptionist to 20 hours per week to help Nicole. Staffing pay would be at midpoint of mid-size 3 church. (Slightly higher than last year). The budget Aisha goes back to 40 hours per week.

Most of the increase is in programs rather than finance and facilities

Scenarios

1. Donations of \$864K, allowing the dream scenario
2. Donations of \$633 K, extra endowment draw of \$ 281, allowing the dream scenario
3. Donation of \$656, Holly house deposit as revenue \$190K, allowing the dream scenario
4. Donations of \$615, would have to reduce staff

Tom presented his power point presentation showing our trends over the last ten years, showing that things are not sustainable without membership growth. If we get back to our 2011 membership, things will look better. Tom thinks that if we spend the money on music and getting Nicole office help will likely increase membership.

Discussion ensued, and Ann Fletcher pointed out that the discussion would be more appropriate for executive session.

Several people pointed out that the budget will have to be sold to the congregation. Communication is needed to let people know about need for funding staffing as a way to increase membership

Comments were made that the Holly House escrow money will not necessarily be available. Also, that putting Holly House funds in next year's budget would not allow for congregational process about how we want to use the proceeds.

There was much further discussion of the budget, especially about the "hold steady" budget

No votes nor decisions were made at this meeting about the proposed budget.

Respectfully submitted,

Jerry Bushnell, Recording Secretary, and David Baumgart, Board Secretary

#### **Appendix A: Excerpts from the discussion following Jason's Presentations**

Jason made the following statements and allegations. Please note that there were no members of the Holly House Task Force present at the meeting to give their perspectives on the statements and allegations (other than the board liaison.)

- In May 2018 we had 5 affordable housing and 2 market rate proposals
- The vote was delayed because of need for more information and to attempt to avoid polarizing the congregation
- Seth Hamilton dropped off the task force
- Jason left the task force because he was asked, along with all other members of the task force were asked to remain neutral.
- Kallie Hill dropped off the task force
- People of color did not participate in the dream big process, in Jason's opinion this was because the Dream Big initiative was a Santa's wish list and it was geared to the more money that we have, the more that we could potentially do.
- Younger families did not participate in the dream big process

- Two affordable housing providers dropped out because East Shore did not meet their criteria (one of them had prioritized racial equity, and one had a partial social justice proposal)
- Our treasurer, Marcy Langrock, and Jason had to ask to see the selling agent contract
- Hundreds of hours of work by females were discounted, after they had put in structure so that the organization was protected
- Board did not follow process
- Staff members of color were not allowed to give their opinions
- There was no discussion by the board of what its recommendation about the vote would have been, if the board had wanted to make a recommendation to the congregation
- There was no discussion of the financial impacts of the proposals
- Reverend Furrer made a recommendation from the pulpit
- Jason and Aisha were not allowed to make a recommendation from the pulpit nor in a board report
- There were only three weeks of discussion, following the presentation of the bidders, not much time to engage in dialogue
- The task force was able to flex the charter at their own will, first stating that they wanted to remain neutral the whole time, and then deciding within the last 24 hours that they didn't want to at the same time.

END of April 16 MINUTES

## Appendix E: 350 Eastside Amendment #1 to Sponsorship Agreement



### **East Shore Unitarian Church** Member of the Unitarian Universalist Association

Staff Leadership Team  
Dr. Rev. Steve Furrer, Developmental Minister  
Aisha Hauser, Director of Lifelong Learning  
Jason Puracal, Executive Director

350 Eastside  
Registered Agent: Phil Ritter  
Registered Address:  
1737 211<sup>th</sup> PI NE,  
Sammamish, WA 98074-4215

CONFIDENTIAL, PLEASE  
**NOT FOR PUBLICATION**  
ESUC Board approved \_\_\_\_\_

### **Amendment #1 to Sponsorship Agreement**

This first Amendment (“Amendment #1”) dated as of May 15, 2019 (the “Amendment Effective Date”) amends the Sponsorship Agreement dated 5/16/2018 (the “Agreement”) by and between East Shore Unitarian Church (“Sponsor”) with its principal place of business located at 12700 SE 32<sup>nd</sup> Street, Bellevue, WA 98005, and Eastside 350, a Washington non-profit corporation (“Sponsee”), with its registered address at 1737 211<sup>th</sup> PI NE, Sammamish, WA 98074.

WHEREAS, the parties mutually desire to amend the Agreement to allow for an extension of the Agreement.

NOW, THEREFORE, in consideration of the mutual promises and the terms and conditions contained herein, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows:

Section 7 of the Agreement is amended to read as follows:

This Agreement will be valid for the period of May 16, 2018 to June 30, 2020.

Except as provided in this Amendment #1, all terms and conditions of the Agreement remain in full force and effect. Unless otherwise stated in this Amendment #1, each defined term herein shall have the same meaning ascribed to such term in the Agreement and Amendment #1.

WHEREAS, this Amendment is subject to approval by the Board of Trustees of the Sponsor within 30 days of execution or becomes null and void with no further obligations by either party.

IN WITNESS WHEREOF, the parties have executed this Amendment #1, effective as of the Amendment Effective Date, subject to Sponsor Board approval.

Each individual executing this Agreement on behalf of an organization represents and warrants that (s)he is duly authorized to execute and deliver this Agreement on behalf of said

12700 SE 32<sup>nd</sup> Street, Bellevue, WA 98005-4317 ❖ (425) 747-3780 ❖ [www.esuc.org](http://www.esuc.org)

corporation, in accordance with a duly adopted resolution of the board of directors of said corporation or in accordance with the bylaws of said corporation, and that this Agreement is binding upon said corporation in accordance with its terms. In addition, this contract shall be governed by the laws, regulations and ordinances of the City of Bellevue, Washington, King County, Washington, and the State of Washington, and where applicable, Federal laws.

**As to Sponsor this 15<sup>th</sup> day of May, 2019.**

  
\_\_\_\_\_  
Jason Puracal  
Executive Director  
East Shore Unitarian Church

**As to Sponsee, this 15<sup>th</sup> day of May, 2019.**

  
\_\_\_\_\_  
Sara Papanikolaou  
President  
350 Eastside

**As to Host, this 15<sup>th</sup> day of May, 2019.**

  
\_\_\_\_\_  
David Chapin  
Chair  
Climate Action Ministry Team, ESUC

## Appendix F: Budget Team Proposed Fiscal Year 2019/20 Budget Scenarios

	Budgeted		Apr YTD		Projected		2019-20 Budget Scenarios		
	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	Scenario A: MFD	Scenario B: Endowment	Scenario C: Cuts
<b>Revenues</b>									
Total Income - Pledges		735,000		545,923		644,927	846,269	615,000	615,000
Total Income - Other Donations		18,000		101,255		0	18,000	18,000	18,000
Total Income - Lifelong Learning Fee Pmts		8,700		16,267		16,267	8,000	8,000	8,000
Total Income - Fundraising Event Pmt		43,750		51,269		51,269	48,750	48,750	48,750
Total Income - Facilities Rental Pmt		204,945		186,952		225,117	214,983	214,983	214,983
Total Income - Dept Activities Pmts		75,159		66,714		94,631	100,960	100,960	100,960
Total Income - Other		81,790		115,446		115,446	50,502	281,771	50,502
<b>Total Revenues</b>		<b>1,167,344</b>		<b>1,083,826</b>		<b>1,147,658</b>	<b>1,287,464</b>	<b>1,287,464</b>	<b>1,056,196</b>
<b>Expenses</b>									
Total Wages		558,233		469,741		567,721	646,526	646,526	482,823
Total Payroll Taxes		42,307		35,562		43,431	48,098	48,098	36,936
Total Payroll Benefits		123,967		92,287		107,745	115,297	115,297	97,390
Total Program Expenses		114,113		52,675		117,029	118,061	118,061	112,010
Total Facilities Expense		93,715		82,469		100,698	114,965	114,965	93,020
Total Business Expense		78,272		74,363		89,266	82,633	82,633	80,633
Total Office Expense		26,620		21,439		25,567	27,989	27,989	27,989
Total Fundraising Expense		14,250		6,988		10,975	11,250	11,250	11,250
Total Advertising & Marketing		2,720		565		565	9,000	9,000	500
Total Interest & Loan Expense		113,645		94,705		113,645	113,645	113,645	113,645
<b>Total Expenses</b>		<b>1,167,842</b>		<b>930,792</b>		<b>1,176,640</b>	<b>1,287,464</b>	<b>1,287,464</b>	<b>1,056,196</b>
<b>Surplus/Shortfall</b>		<b>(497)</b>		<b>153,033</b>		<b>(28,982)</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>

**Appendix G: Report from Michelle Conklin (Excerpt from 2009-10 Annual Report)**

- convened and met with my Committee on Ministry that includes the following members:
- Jan Corrison; member, University Unitarian Church \ (also works at Children's Hospital);
- Bev Forbes; member, East Shore Unitarian Church;
- Linda Lubinski; member, East Shore Unitarian Church;
- Lisa Reitzes; member, East Shore Unitarian Church (also works at Children's Hospital); and
- Virginia Stout; member, University Unitarian Church.

This past February, I submitted an evaluation packet that included performance evaluations written by my Committee on Ministry, my supervisor at Children's Hospital, and myself to the Ministerial Fellowship Committee at the Unitarian Universalist Association in Boston. I am delighted to report that the Ministerial Fellowship Committee approved my request and granted me Second Renewal of my Preliminary Fellowship for the Community Ministry.

I am extremely fortunate to say that I love and am passionate about my work as a chaplain at Children's Hospital and Regional Medical Center. And it continues to be an honor and a pleasure for me to be an Endorsed Community Minister at East Shore Unitarian Church. I value my covenant with East Shore and look forward to a deepening and lasting relationship!

## Director of Religious Education Michelle Conklin

### Children and Youth Ministry

East Shore serves 356 registered Children and Youth.

• Our average weekly attendance for Sunday Programs is 104.

Our average weekly attendance for adult volunteers is 32.

This year we focused on building Ministry Teams to oversee the programs of the Children and Youth Ministry. The following Ministry Teams are connected to the Children and Youth of East Shore:

**Children and Youth Advisory Team-** this is the group formerly known as the N-12 committee; this group works closely with the Director of Religious Education to build a strong, vibrant ministry for all children and youth. This year the teams work focused on:

- Building a Social Action extension to our RE program.
- Articulating a vision for Children and Youth Ministry.
- Supporting the Sunday Morning Program by teaching, leading social action projects or working the Sunday morning support desk.
- Set safety standards for our youth programs.
- Provided input and support to the DRE on all matters concerning the Children and Youth Ministry.

**Youth Group-** the Youth Group is led by the Youth Programs Coordinator, and has 3 adult advisors working with them. The Youth Group writes a covenant and chooses their focus at the beginning of each year. This is a group of youth and adults committed to religious and ethical growth through fellowship, conversation, worship, art, and social action. Highlights from this year include:

- An opening retreat planning day, where they wrote a covenant and set their agenda for the year.
- Cooked and served dinner for the men in the congregations for the homeless program.
- Attended Fall Con 2005.

- I participated in the Coming of Age program at East Shore as a mentor

This past January, I submitted an evaluation packet to the Ministerial Fellowship Committee at the Unitarian Universalist Association in Boston that included performance evaluations written by my supervisor at Children's Hospital, my Committee on Ministry, and me. I am delighted to report that the Ministerial Fellowship Committee approved my request and granted me Final Fellowship. And this June at General Assembly in Portland, Oregon, I will be awarded the certificate of Final Fellowship during the Service of the Living Tradition.

As I begin my fifth year at Children's Hospital, I continue to enjoy my job and feel deeply passionate about my work. I am also increasingly trusted and respected by the staff members as they rely on me more and more for support. It continues to be an honor and a pleasure for me to be an Endorsed Community Minister at East Shore Unitarian Church. I value my covenant with East Shore and look forward to a deepening and lasting relationship!

## **Director of Religious Education Michelle Conklin**

### **Children and Youth Ministry**

Submitted by Michelle Conklin, Director of Religious Education

East Shore serves 332 registered Children and Youth.

Our average weekly attendance for Sunday Programs is 107.

Our average weekly attendance for adult volunteers is 27.

The Ministry is guided by Michelle Conklin, Director of Religious Education, and the Children

and Youth Ministry Team: April Atwood, Beth Wilson, Beth Herrild, Ann Backman, Danna Schmidt, and Ian Backman.

### **The DRE's Perspective**

I am finishing my third year as your DRE and I could not be serving a better church. I am thrilled with the direction of the programs and I see a bright, healthy future for ESUC's children, youth and family ministry. I see many families who are looking to East Shore to provide a spiritual center to their lives; we accomplish this task in so many ways. I meet children who are intelligent, active, questioning, and searching - they come to church to be guided and supported. I sit with youth who not only dream of a better world, they act on their beliefs. They have learned, through being a Unitarian Universalist, that the power of love and justice can overcome many of the world's pain, and they have promised to carry the message of justice, compassion and respect out into the world. These youth are building a relationship to the sacred on their own terms, and they know they will be challenged and loved in their church.

With all of this transformative love in the air, it is hard to image any hurdles, but we did have some this year. This was a very difficult year in volunteer recruitment. I know everyone leads stressful and dynamic lives, but unless we take time to nurture our children, we will not have a world in which to be stressed and dynamic. I hope in the coming year you will search yourselves to find ways to give to the children and youth ministries of East Shore. In return, the Children and Youth Ministry team will find ways for all types of volunteers with all types of passion to serve our ministries. TOGETHER we will bring peace and justice to our lives and the world.

### **From the Children and Youth Ministry Team**

Beth Wilson

2006-2007 has been an exciting and growth-filled year for the Children and Youth Ministry Team (formerly known as the RE committee). We've been focusing largely on our role within the

## Director of Religious Education

### Michelle Conklin



- East Shore serves 270 registered Children and Youth.
- We have 24 children who are regular (at least once a month) but who have not registered.
- Our average weekly attendance for Sunday Programs is 132.
- Our average weekly attendance for adult volunteers is 27.

The Ministry is guided by Michelle Conklin, Director of Religious Education; Chris Conkling, Youth Programs Coordinator; and the Committee for Children and Youth Ministry: April Atwood, Beth Wilson, Nicole Laurent, Ann Backman, Danna Schmidt, and Ian Backman.

#### *The DRE's Perspective*

This has been an interesting year. Our number of registered children and youth is down overall from last year, but our attendance is up. Part of this could be due to a cleaner database and registration system. Dianne Upton, the RE Administrative Assistant, is a database queen and she has done significant work to clean up the database so I receive names of currently registered families--not families that registered three years ago. Another good piece to the numbers is that those who register commit to coming on a regular basis. Regular attendance significantly supports the RE Program.

As I look at the big picture, our ministries are healthy and strong, we are serving children, youth and families in many ways. Children have a place where they learn the story of Unitarian Universalism, and they discover each person has a part to play in the shaping of our faith. Middle Schoolers have a place where they are respected for their brains and loved for their energy. They are challenged to articulate what they believe and are held accountable to

living up to those beliefs in their daily actions. Our High School youth are invited to take what they have learned at church out into the world. Youth learn radical beloved community through Youth Group and Youth Cons, and they learn the universal truths of the world's religions and the need for compassionate dialogue through YES-U. Families are given opportunities to share in their child's religious journey and are invited to form groups where parents can learn and grow from one another.

In the Children and Youth Ministry, we are allowing sacred connections to be made; and through those intimate connections we are growing our souls and bringing peace and justice to our lives and the world.

#### *The Logistics*

##### Ministry with Children

We made many changes this year; some of the changes worked and some did not. This year we moved to a comprehensive curriculum, where all the children in grades K-5 focused on the same theme. We will continue that focus into next year and add the Preschool and Middle School. This year the Children's RE groups were:

- 9am Preschool (ages 3-5) - led by Felice Nightengale, Elaine Cox, Elaine Cozart and Steven Cozart
- 9am Spirit Play (grades K-1) led by Reed Cundiff, Leanne Struble, and Mike Brinkman
- 9am Spirit Quest (grades 2-5) led by Tim Siegel, Marilyn Johnson, and Kevin O'Brien
- 11am Preschool (ages 3-5) led by Lawton Watkins, Connie Hirnle, Tessa Carter and Crystal Tankersley
- 11am Spirit Play (grades K-1) led by Elaine Richley, Sarah Wheeler, Carla Schneider, Becky Davie and Susan Bee Luna
- 11am Spirit Quest (grades 2-3) led by Kristen Feuerstein, Cynthia Murphy, John Fahey and Jean Cormier

### Children and Youth Ministry

?

East Shore serves 298 registered children and youth.

Our average weekly attendance for Sunday programs is 144.

Our average weekly attendance for adult volunteers is 27.

The Ministry is guided by Michelle Conklin, Director of Religious Education; Chris Conkling, Youth Programs Coordinator; and the Committee for Children and Youth Ministry: April Atwood (chair), Geoff Sears, Catherine Ramsey, Ann Backman, Danna Schmidt, and Ian Backman.

As Youth Programs Coordinator, Chris Conkling is responsible for the day-to-day operations of youth programs. His detailed report follows the DRE report.

### The DRE's Perspective

Over and over this year I have heard families revel in the transforming ministry we offer for children and youth. This year the Committee on Children and Youth Ministry had several goals:

**Comprehensive curriculum development.** We brought a solid curriculum into the classrooms so that children could learn the story of Unitarian Universalism. The curriculum from preschool through 3<sup>rd</sup> grade was a great success. We are still looking for a meaningful curriculum for our 4<sup>th</sup> and 5<sup>th</sup> grades.

**Communication.** We created a blog to help with communication, and we hope to issue a quarterly newsletter and program guide. The changed format in the Order of Service has provided us with regular, consistent communication.

**Middle School Fellowship.** While the Y-TES Middle School Class is successful, the fellowship opportunities were not well attended. We will continue to provide a high-quality and engaging Sunday program and offer an occasional opportunity for outside fellowship.

**Youth Social Justice.** Chris Conkling covers this goal in his report.

**Leadership Development.** The half-year offer served some families well, but not all. Mid-year we were left with several classes that had no leaders, which led to a fill-in-the-blank teaching schedule that was not good for the children or the leaders. Next year we are asking every family to be in the classroom once a month. Ours is a cooperative program that needs every parent involved.

I had the opportunity to sit with several parent groups this year and it has become increasingly clear that our families are searching for spiritual connections which will help them raise their children. Parents have found East Shore to be such a place. It is an honor working for a congregation that lives out its values.

### The Logistics

#### Ministry with Children

9am Preschool (ages 3-5), led by LeAnne Struble, Rachel Gerberding, Michelle Surkan, and Michael Surkan. Margaret Hall did extensive work rewriting the curriculum and providing supplies for the class.

9am Spirit Discovery (grades K-1), led by Julie Heise (fall/winter), Heather Bratton (fall/winter), Linda Leste (full year), Gina Caulton (winter/spring), Naomi Meis (winter/spring), and Ramona Meis (winter/spring).

9am Spirit Adventure (grades 2-3), led by Mike Brinkman (full year), Elaine Cozart (full year), and Kristi Gorham (full year). Shelly Gillmann provided support and resources for this class.

9am Spirit Journey (grades 3-5), led by Jennifer Sill (full year), Lynne Wilburn (full year), and Gina Caulton (fall/winter).

11am Preschool (ages 3-5), led by Molly Gleason (fall/winter), Erika Conkling (fall/winter), Paul Scarpa (fall/winter), Crystal Tankersley (full year), Tessa Carter (full year), Julie Heise (winter/spring), Emily Dietrich

Children and Youth Ministry

East Shore serves 195 registered Children and Youth and 27 who attend regularly, but have not registered. Our average weekly attendance for Sunday Programs is 97. Our average weekly attendance for adult volunteers is 26.

The Ministry is guided by Michelle Conklin, Director of Religious Education; Chris Conkling, Youth Programs Coordinator; and the Committee for Children and Youth Ministry: April Atwood (chair), Gina Caulton, Catherine Ramsey, Monica Herzi, Abbie Birmingham, Erika Conkling, Susan McDonald, and Nicole Hansen. The programs receive significant administrative support from Dianne Upton, RE Administrative Assistant.

As Youth Programs Coordinator, Chris Conkling is responsible for the day-to-day operations of youth programs. His detailed report follows the DRE report.

The DRE's Perspective

This was a year of growing perspective. We search to find the best structure to suit the needs of the congregation while remaining true to our vision of Children and Youth Ministry. The Committee and I continued to work on our set goals from last year.

**Comprehensive curriculum development.** We began to write a new curriculum for the 4<sup>th</sup> and 5<sup>th</sup> grades based on World Religions. There were many creative ideas shared by Danna Schmidt, Jennifer McKinnie, Monica Herzi, and Walter Andrews.

**Communication.** Communication continues to be a struggle for this ministry. We utilized targeted e-mails, blog entries with information, separate publications and notices in *The Beacon*. These methods still left significant gaps in parents knowing what was going on in the program.

**Leadership Development.** With so many ways to participate and volunteer, it is sometimes difficult to manage all the needs of the volunteers. One of the moves we made this year was to incorporate more freedom, and thus more responsibility, into the children's RE program by having teachers gather their materials and make final decisions about the activities. While this is a good move, I see how we need to incorporate a different style of training for the teachers.

**NEW FOCUS FOR 2009-2010**

**Establishing Norms.** This was a year we established norms in several areas:

**Youth Ministry:** we created a document called *Expectations for Youth Advisors*, which articulated the ways we would like to see youth advisors engage in healthy ministry with youth.

We met with all parents who were sending their youth to conferences and explained that there is a wonderful freedom and huge responsibility of attending Con and ultimately, each family should decide if Con is right for them. We also were direct with the youth about Con being a privilege, not a right, and let them know that if they choose to break the rules their parents will be notified.

**Children's Behavior:** Behavior expectations were written and published with the programs guide and

*(Continued on page 17)*

## Appendix H: Religious Education Stats Reflection from Walter Andrews

DLL Report Addendum-

RE STATS ISSUE:

Here are my comments on these numbers:

- The historical stats on RE registration are meaningless and provide no basis for a comparison, for the following reasons:
  - RE numbers are not generated in a vacuum. They are dependent on a host of factors which, when considering historical stats, may be so different that it is impossible to derive meaningful results from a comparison between, say, today and 2006-2009.
  - In 06 the database was seriously flawed (as Michelle mentioned in one of her later reports). To begin with, the numbers refer to the large number of people who registered early usually in the spring and September and grew to include people who registered throughout the year. This had nothing to do with actual attendance. Also, the database was not regularly “cleaned” and children and families who had ceased attending were simply rolled over into the data for subsequent years. It is most likely that the 09 sudden “decrease” was the result of keeping a cleaner database and not some cataclysmic decrease in actual RE numbers.
  - In 06-09, Eastshore held two full child-friendly services with all the trimmings (choir, sermon, guests, etc. etc.) and two full RE programs using the same curriculum.
  - Today we are coming off a period of 3 years in which we have had one service, a suddenly departed minister (or two such), a transitional minister driven out, and a rancorous push-back against the discussion of systemic white supremacy. We have had no concerted effort other than the build-up to a far from overwhelming vote to make as much money as possible by selling church property and building expensive town-houses—not an effort likely to be inspiring or attractive to young families with children.
  - In short, there is very little to compare between 06-09 and today in any area of church life.
  - The bottom line is that children do not come to church on their own. Their parents bring them. So if the RE numbers (even assuming that they were at all accurate numbers—which they were not) are at all meaningful, they are symptomatic of the number of young families we are attracting and holding.

Walter Andrews

Lifespan Integration Team Chair

**Appendix I: A Restorative Approach (submitted by Mark Norelius & Pam Orbach)**



# A Center For Restorative Solutions

East Shore Unitarian Church

November 20th 2018

East

## A Restorative Approach

- • Building trust and community
- • Addressing harm
- • **Transformation for increased connection, inclusion and growth.**

*“All men are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all indirectly. I can never be what I ought to be until you are what you ought to be, and you can never be what you ought to be until I am what I ought to be... This is the inter-related structure of reality.”*

— Rev. Dr. Martin Luther King, Jr.

### OBJECTIVES

- Provide restorative container for the community
- Introduce Restorative Justice and Restorative Culture
- Engage in practices that build trust, relationship, and connection in the community
- Explore the paradigm shift away from punishment/shame and punitive justice towards self-responsibility, and accountability that repairs and restores relationship
- Expand empathy and compassion, creating space for numerous perspectives
- Recognize how proven Restorative Practices can be implemented within the community to build trust and relationships while addressing challenging situations
- Experience Community Building/Talking Circles, establish a shared set of values and agreements to build trust and navigate conflict, exploring skills of Reflective Dialogue and empathic listening
- Deepen compassionate awareness and restorative mindset within self

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## **Where the work is already underway:**

- Initial restorative conversations with different community groups in the moment of fracture.
- Right Relations task force
- Right Relations facilitation team
- Beloved Racial Justice People of Color Group
- Beloved Racial Justice white caucus
- Support of staff
- Pre -work with Bob Weiss, Denis Fleck and Mark Norelius
- Restorative process with Bob Weiss and Jason
- Day training to begin the work of establishing East Shore as a hub for restorative Practice on the Eastside.

## **What comes next:**

- Continuing the work above
- Work with the leadership team.
- Begin the work of building a Restorative Culture at East Shore.
- Engage with more community stakeholders
- Bring the consciousness of Nonviolent Communication and Restorative Processes to the whole community (ie. Building skills to build trust and community with a compassionate consciousness and bias awareness)
- broaden circle practice to begin dialogue between community factions
- Build a Restorative System for conflict transformation so that everyone's needs really matter, and when all the needs cannot be met, all voices are engaged in hearing the impact of that, and finding ways to be aligned about which needs are met, and which are held with a great deal of care.
- Facilitate regular RJ and NVC trainings for the community, and the public to grow East Shore as a Restorative Hub or practice for the East Side.
- Create self sustaining and maintaining culture and skill set.
- Remain in partnership for conflict engagement and RJ trainings and practice groups for wider Eastside community.

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## **Scope of work with the Board, Steve, Leadership Staff, and Community leaders**

This work is dependent on members of the board having willingness to engage with it. “You cannot push a river.”

- 3 three hour circles to begin the work, followed by regular 1.5 hour circles bi weekly or once a month for a period of time. (All of this can be adjusted if necessary)
- Consultation on “need to have” basis, as requested by the board or individual board members.
- 2 hour circles with Steve, staff leadership and with diverse community within East Shore.
- Envisioning session when ready
- Support to build the system’s listed above.
- Restorative work related to Jason’s request
- Equity awareness work as indicated along the way.

What we choose to do will be determined by each step we take. What arises will determine what needs to happen next. This is an organic process, (not to be confused with lack of direction. This will be highly intentional work). I will bring the various modalities and skills I have to support increased connection, impact awareness and movement towards being a fully inclusive compassionate and racially just church, where everyone’s needs matter. What that looks like will be of your making. My role is to create a “safe” container to do the work; the outcome will be determined and designed by you. This will be done with a great deal of care.

### **Budget**

Using 2018 as a guide, the current work will continue, and we will begin increasing community and leadership engagement.

A year of engagement with no hourly limit would cost the community \$20k. (\$5000/quarter) 4

## Appendix J: Letter to Board from Pam Orbach

Dear Board members,

This letter is in reference to:

- Jason Puracal's Presentation of his experience and observable events that speak to the presence of systemic and Institutional racism at East Shore
- The 2019 contracted restorative work to heal the community and address the mission of the Right Relations committee as requested by the board when RRC was formed (to address painful impact of events and interactions on relationships and people, especially those experiencing marginalization, as well as supporting "right relations" in addressing racism in the community)
- The Board's role in the restorative work, as was clearly laid out in the agreed contract signed between East Shore and The Center for Restorative Solutions
- Request for a meeting with the full board to discuss this letter, and to reassess where the board and East Shore are in this process

By East Shore board request, I attended the board meeting on November 21<sup>st</sup>, 2018, in order to report to the board about the restorative process that I had been asked to facilitate between Jason Puracal and Bob Weiss as a result of harmful impacts that occurred initially connected to Holly House, and then ongoing in the community such that Jason wrote a letter expressing he did not experience safety in the workplace. At that meeting, board members vulnerably shared that they were pained by the harms, and more than two members of the board also said they were aware of the harm happening, aware even that impact happened at times during board meetings — but that they were at a loss to address it, and so until that moment they had done nothing and said nothing in response or to address harm when it happened or afterwards. At that time, I told the board that I would be able to support the learning that would be needed to understand what is happening, and also to develop the skills and tools to address harm when it happens in ways that are compassionate for all involved. I believe the board engaged me to raise the awareness of the board itself, and the community over time in nonviolent ways. I believe I was emphatically clear that this was/is the work that is needed to effect healing in the community for growth and change if the church has a commitment to become an anti-racist church in more than policy and name.

In my presentation to the board that night, I said that the work would be successful only if the board itself agreed to be partake in it. I believe I was very clear that the leadership of the board in this work is critical, not for visual effect, but because the decisions about the who and what of leadership and broad decisions of all that happens at the church originates or requires/assumes oversight from the board. The phrase I used was, "I cannot push a river, I need the work to start with the board."

The board contracted to work with me over the next year, to effect healing in the community and to begin the work of creating a truly welcoming church for everyone. The work involves creating welcoming for and responsible space not only for current traditional members of a certain culture, but also for People of Color (POC) on the staff, pledging and prospective members of the church, whether they are experiencing homelessness, are part of the queer community, are people of color, parents, or any other person who experiences marginalization within East Shore's community. For me, the board contracting my services after that conversation indicated a clear agreement to engage in the work willingly themselves. I requested on three occasions with dates offered, to hold the circles for the board that I explicitly requested in order to enter into partnership to do the work, and the board has not been available. I am confused and concerned. In light of Jason's recent

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presentation, I find myself out of integrity, and contributing to the system continuing to do business

as usual. When I presented to the board, my sense was that the members on the board were genuinely pained by the harm that was and is happening, and my understanding was that everyone wanted to do the work, so I am confused, and I am coming back to the board to ask why no dates could be found to hold circles, and what was going on for each of you when I was told we had to wait until the Holly House vote was over. I would like the board to do some self-reflection about that choice, especially in the light of Jason's raising the lack of oversight of the HHDTF work, and the continued experience he has been having of institutional and systemic racism at East Shore. What is wanted by the board and community of East Shore? I cannot push the river. Where are you? Please see below where I have pasted the definitions Jason used in his presentation on April 16th, 2019. I request you read and digest the definitions and actions Jason highlighted. Would you be willing to then respond to me as to where you are with your commitment to work towards healing the church and creating a church that is safe for all members, staff, and the broader community? Over the 12 months I have been supporting the East Shore community, I have observed more than twice concerns and requests being brought to the board. There is a pattern of creating space to listen and hear from members and staff, and then to move on without engaging with what is heard. What and who is the board serving? A month has passed since Jason gave his presentation. I am curious what or whether any action has been taken to create space to engage with what Jason shared. I would like each member of the board to self reflect what is accountability for you? I do know this is the work you have contracted with me to attend to, and you are not engaging with me. For myself, as your consultant and support, I wish to be accountable. I choose not to live silently with complicity in a world where harm is happening and where my inaction condones and continues to recreate a system that causes unnecessary suffering and harm. I am requesting an in person meeting with the full board to have this conversation.

I have also provided a list of the work I have been doing at East Shore since you engaged me to bring Restorative Practice to the church.

I remain committed, and am currently engaged beyond what I agreed to do, and deeply caring of all of you and the work that will allow both East Shore and myself to create the world I believe we will all find more life giving to be a part of. Where is the board in relation to this work?

Definitions and action decisions from Jason's presentation:

**Institutional Racism** : “The collective failure of an organization to provide an appropriate and professional service to people because of their color, culture, or ethnic origin. It can be seen or detected in processes, attitudes and behavior which amount to discrimination through unwitting

prejudice, ignorance, thoughtlessness and racist stereotyping which disadvantage minority ethnic people.”

— *Sir William Macpherson*

**Systematic Oppression** : Oppression by institution, or systematic oppression, “occurs when established laws, customs, and practices systemically reflect and produce inequalities based on

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one’s membership in targeted social identity groups. If oppressive consequences accrue to institutional laws, customs, or practices, the institution is oppressive whether or not the individuals maintaining those practices have oppressive intentions.”

— *Carol Cheney, Jeannie LaFrance*

Next Steps, per Jason’s presentation — noting that Jason was illuminating the options without advising the board:

- Business As Usual
- Want Inclusivity/Diversity, no change in culture
- Story vs Opinion of POC

- Confirm the Vote

- Open discussions critical

- Live with vote, intentionality moving forward

Where is the board? What is leadership and accountability? Who are you serving?

What is your very next step? Is there one, or is it business as usual?

FYI, to date I have engaged in the following ways to support healing and culture change at Eastshore:

- Worked with the RRC in depth to raise their own awareness about how they're showing up in ways that are impacting others, and modeling and teaching tools to do the work of Right Relations with compassion and care.

- Modeled and trained the RRTF in restorative skills and circle keeping. Continuing work to raise the skill level of those who have lovingly given their time to learn.

- Supported the POC group and leadership to mourn and grieve their experience of marginalization and not being heard and valued at East Shore.

- Supported the BRJ group regularly each month to hold a white caucus for deepening awareness of what whiteness is about, and how that impacts others so that they too will be able to lead the community to fulfill its mission.

- One circle for the staff for connection, trust and community building.

- Individual hour-long sessions and email threads to support community members around topics they are in pain about at East Shore. Have met with individual members at my office in Bellevue.

- Facilitated challenging conversations between staff as well as individual support of staff members.

- Supported/supporting conversations between staff and community members.

- Engaged at length with Holly House Development Task Force to build trust and convince them that some conversation space was necessary before and after the vote.

- Created and trained circle keepers to facilitate the circles related to Holly House.

- Held the circles following Holly House myself, both directly after and in the several weeks following.

- Facilitating the Community Circles that are beginning monthly for the purpose of bringing different community narrative groups together to break down enemy images, and to build connection, understanding, awareness and trust that all needs can be held here.

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- Begun holding supported conversations around existing conflicts for individual community members with healing results.

- Engaged with Steve to support his developmental ministry. We are currently exploring what actual partnership in this work looks like for the two of us.

- I have run two Restorative Justice 1-Day workshops on campus that have served members and the broader community, bringing new potential members onto the campus.

- Held a 6-week Introduction to Nonviolent Communication workshop that brought 34 people to shift the culture and develop compassionate consciousness, again bringing numerous new people onto the campus.

- Two more 6-week workshops are planned for the fall.

- There will be a Restorative Justice and Nonviolent Communication weekend workshop for the UUA educators country wide offered at East Shore.

I look forward to your response.

Most Warmly

*Pam Orbach*

she/her/hers

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*“The inspiration you seek is already within you . Be silent and listen.” – Rumi*

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