

East Shore Unitarian Church

Meeting of the Board of Trustees

October 2019 Board Packet

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Note on October Board Packet Contents

The minutes of the September 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

October 15 & 28, 2019

October 15

7:00-7:05	5	Opening Words	Steve
7:05-7:20	15	Timekeeper and Check-In	All
7:20-7:50	30	HHTF Chair Feedback	Linda Freeburg
7:50-8:20	30	Understanding Financial Reports	Jason and Marcy
8:20-8:35	15	Process for HH E&SJ Funds Allocation	Mike
8:35-8:45	10	Process Feedback	Pam
8:45-9:00	15	Executive Session	
		Holly House	Jason
9:00		Adjourn	

October 28

7:00		Timekeeper	
7:00-7:10	10	Consent Agenda	All
7:10-7:15	5	Nominating Committee Liaison	Dennis
7:15-7:30	15	Mission Fund Drive	Steve and Dennis
7:30-7:40	10	Policy & Governance (Each Monday Meeting)	
Policy on Safety		Aisha	
7:40-7:50	10	Steve's November Vacation Coverage	Steve
7:50-8:05	15	New Web Site	Marcy
8:05-8:20	15	Salmon Bake – What is its future?	All
8:20-8:30	10	Process Feedback	Whoever is covering for Pam
8:30		Adjourn	

ESUC Membership at a Glance	
Current Membership	Current Pledging Units
391	309

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 Dennis in advance!)

NOTE: All referenced Charters are in a separate 2019-2020 Charter Packet

October 2019 Consent Agenda Voting Items

- Approve September 2019 Board Meeting minutes
- The FSSC recommends we immediately distribute \$124,225.16 from our Endowment fund.
- Charter approval for all charters in packet
- ESUC Auction Fund-A-Need Restricted Fund Solicitation
- Final Approval of Introduction to Board Policies (See Addendum)
- First Reading Approval to new Section 7 of Board Policies (See Addendum)

October 2019 Board Reports

Developmental Minister’s Report – Rev. Stephen Furrer

Minister’s Report to the Board of Trustees

October 15, 2019

CONSENT AGENDA: Please receive (under separate cover) updated charters from the following Core and Ministry Teams: ANSWER/Nepal; Beloved Racial Justice; Congregation for the Homeless; Food Bank; Khasi Hills; P-Patch; Second Sunday; Women Helping Women; Connection Teams; Outreach; Choir; ACE Media; East Shore Live; and Earth Climate Action Ministry.

Tuesday potlucks: A key program of ESUC’s Growth Plan is organizing ways for the church to get together for a 5:30 pm potluck dinner every Tuesday evening, often preceded by a brief worship service at 6:40 and followed by various meetings and events at 7:00. We’ve had as few as nine participants and two hovering around forty. How many Board members participated tonight? In one week (Oct. 22) we will be hosting *Meaningful Movies*, meaning there will likely be over 60 people at the screening. Bring some food and invite your neighbors!

We now have a new Office Assistant: Jenny Newell.

Worship & Leadership Responsibilities: I will be on vacation Nov 7 – Dec 6. I've led services a surfeit of times this summer & fall, plus, during the last month (typical of most months) I also met with families planning and then officiating at two memorial services, plus regular pastoral duties—including hospital and home visitation, attending committee meetings, counseling, support, and working closing with the staff to guide the general fortunes of East Shore Unitarian Church. Throughout, Rev. James VanderWeele—(425) 219-0858; revjvanderweele@gmail.com—is available for emergency pastoral care.

On Sunday, Oct. 6 the Reverend Karen Taliesin joined us in North Hall for a reception in which she and ESUC President Dennis Fleck formally dissolved her Minister Affiliated position with the ESUC congregation. Karen and her husband, Brian, were very active in years past here and throughout the Pacific Northwest District of the UUA. They are now moving to Nairobi, Kenya. We wish them well and *thank them* for their manifold contributions to our church and our liberal UU faith.

Please think of things you can contribute to the November 16 Auction. And make sure to attend—it's bound to be a great event *if you participate!*

Respectfully submitted,

Stephen H. Furrer

Communications & Membership Metrics

Worship Numbers:

2019/20

September 4: 87 (Labor Day)

September 8: 113

September 15: 119 (Salmon Bake)

September 22: 25/109

September 29: 31/109

2018/19

September 2: 119

September 9: 129

September 16: 223 (Salmon Bake)

September 23: 45/117

September 30: 43/94

Membership Numbers:

Current Membership: 391

- This is after the cleanup following the MFD non-pledge letter
- Visitors who have filled out forms in September: 9
- Visitors who attended New Member Class: 8 (with 4 more doing private meetings due to scheduling)

Social Media Metrics:

Yelp for August 9-October 8, 2019

22 User views

3 User Leads

2 Clicks to Website

1 Call

Google Business Report for August *** Pending—will forward update with numbers upon receipt***

People found us on Google (?)

Asked for Directions (?)

Visited the website (?)

Called (?)

ESUC.org Analytics September 2019

1,358 Users

1,148 New Users

2,062 Sessions

5,007 Page Views

2:30 Average Session

39.03% use mobile, 5.67% use tablet

Facebook: 779 Followers

Instagram: 172 Followers

Twitter: 50 Followers

2019-20 MFD (As of 10/9/19)

Confirmed: 252 (out of a potential 315 households)

- 222 Yes
- 7 Waiver

- 14 Nos
- 10 Dropped for no pledge 2+ years
- 9 Life (members who are not required to pledge)
- 20 Deemed “Likely” for a total of \$17,823
- Confirmed \$: \$591,749.36

President’s Report – Dennis Fleck

I would like to take this opportunity to publicly thank our Board of Trustees for being willing to invest additional time to meet twice a month so that we can learn from Pam Orbach and improve our methods of working together. I know that this is especially difficult for Board members who have children at home and/or are still working. Thank you for investing so much of your limited time and energy. Additionally, my thanks to Pam for her gift of the additional time in support of our church. May we, as a Board, serve as a model of our congregation.

As long as I am extending thanks, I wish to also thank Colton Burg and Gary Burd, for the beautiful patio outside the North Room. Colton is the son of Gary and Grace Colton, and he selected the patio project as part of his Eagle Scout requirement. What a beautiful and useful gift that we have received.

The Board needs to identify candidates and then name a new member of the Nominating Committee, following Martin Cox’s move up to Chair. Please come to our October meeting with recommendations of potential candidates.

The Mission Fund Drive team needs to be established, and the sooner the better. Mary Anderson is willing to help with communications and event planning. This will be on the October agenda, so please come with names of potential candidates. We need to find a chair and Doug has suggested the following roles should also be filled:

- MFD leader or co-leaders
- Writer/copy editor for communications
- Pledging data analysis
- Event planner
- Volunteer coordinator
- Artists, actors, musicians and other creatives

Reverend Karen Taliesin and her husband, Brian, are moving to Nairobi, Kenya this month and expect to be there for at least 3 years. In 2004, East Shore entered into a formal Minister Affiliated covenant with the Reverend Taliesin, and Karen has asked that we officially dissolve the relationship since she is leaving the Pacific Northwest for an undefined period. We recognized and honored both Karen and Brian during the coffee hour on October 6 but need to formally dissolve the affiliation. Thus, as part of our consent agenda, I ask the Board to **“acknowledge our appreciation of the existing Covenant of Minister Affiliate between East Shore Unitarian Church and the Reverend Karen Taliesin, thank Reverend Taliesin for her work in support of the UUA as evidenced by her Chaplin role at Childrens Hospital and the times she has graced our pulpit, and to wish her well in this next phase of her life as she journeys to Nairobi with her husband, Brian. Since Reverend Taliesin is leaving the country, the Board officially accepts Reverend Taliesin’s request for the dissolution of her Covenant of Minister Affiliate with East Shore Unitarian Church.”**

Kudos to Aisha for arranging to have Julie Lythcott-Haims speak to us on Wednesday evening, October 1. Unfortunately, there were only around 25 in attendance – mostly East Shore members. This is a perfect example of our not reaching out to the broader community to invite non-members to participate. In hindsight, we should have contacted eastside PTAs and other organizations to let folks know Julie was speaking. What should we be doing differently as this is an important aspect of growing our church?

Respectively submitted.

Dennis Fleck

Treasurer Report – Marcy Langrock

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

· Endowment Subcommittee (ES):

1. The ES did not meet this month. The next meeting will be scheduled for October.
2. The Five-Year Strategic Plan for Endowment needs to be completed.
3. The ES will work on a bequest campaign. Steve has offered to help with this task.

· Financial Stewardship Standing Committee (FSSC):

1. The FSSC met on October 8th.
2. The FSSC updated their charter. They will review and finalize over email and send to Policy and Governance this month.
3. The FSSC was asked by the board to take on the responsibility for approving fundraising at East Shore. The hope is to have a central committee tracking all of the fundraising happening at any given time. They would keep and update the official fundraising calendar. We do not want to inundate members with asks for contributions. We want to be able to space this out throughout the year. Having a central committee monitoring these efforts should make it easier to not duplicate fundraising efforts, as well. Lee Dorigan drafted a document outlining a possible procedure. We reviewed it and made edits. The FSSC members are still discussing the parameters and whether they will take this on. They are still considering if they will assume this responsibility.
4. As previously stated the ES did not meet this month. The FSSC recommends we immediately distribute \$124,225.16 from our Endowment fund.

o Total Endowment distribution budgeted: \$285,070.83

o Minus formulated distribution: \$43,802.33

o Remaining distribution budgeted: \$241,268.50

o Quarterly distribution (assuming 3 remaining quarters): \$80,422.83

o Amount to distribute immediately: \$124,225.16 (formulated plus one quarter)

For reference, the ES did not meet the last two months. The ES is a subcommittee of FSSC and due to the time sensitive matter of Endowment distribution the FSSC decided to make a recommendation to the Board.

This may be redundant, but the normal distribution has not happened, even though I believe we voted on it last month. I am including in this month's report to ensure it happens this month. The normal

distribution is \$43,802.33. Normally this distribution happens in July. I will ensure that it does happen this month.

5. The 5-Year Strategic Plan needs to be updated and they will extend it to a 10-Year Plan to support the Board goals.

6. I still am planning on drafting a policy to provide more responsive oversight when committees or staff exceed their budgets.

7. The Restricted Funds Policy needs to be updated. When the FSSC begins this task, they will need more guidance from the Board, such as the minimum amount and maximum duration of the restricted funds.

8. 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 October 7th.

2. July and August have been closed. Due to the year-end close and training of our new bookkeeper, we are behind in closing the books. We are definitely catching up.

3. The Caretakers set up their retirement accounts. We discovered last fiscal year that at their employment anniversary, we did not begin withholding for their retirement. The amount came out of last year's fiscal budget. We may have to make a slight adjustment to the amount based on market performances they missed out on because of our oversight.

4. We hired the new office assistant. Her hours are different than expected. We were hoping to alleviate some of the opening and closing coverage issues with this new employee. With her hours being different, we still have problems covering all of our open hours with just two caretakers. I feel the board should help staff come up with some viable solutions to this issue.

5. The Finance Team was asked to review credit card charges which have no receipts. The policy set is that anything over \$50 should have a receipt. We are tracking the expenditures over \$50 without receipts. I would like some input from board members if they think we need to have a stricter policy or procedure regarding these charges.

6. Jason and I were asked to give a financial overview presentation to the board at the September board meeting. It has been delayed to this month. The intent is to show a high-level view of ESUC's monthly financial reports. We will also be looking for input if there are better ways in presenting the information that makes it clearer.

7. I plan on drafting a procedure for the staff and committees to clarify who can approve expenditures.

· Treasurer Position and Other Work:

1. Jerry and I are working on Jason's review. We will meet with be meeting with Jason this month.

2. Aisha was able to bring in Julie Lythcott-Haims to come and speak at East Shore. I attended and was amazed at her story, her answers to the questions and the discussion. Julie Lythcott-Haims and Aisha's discussions were very insightful and poignant. Thank you, Aisha! I still cannot believe you were able to have her come and speak at East Shore. What a treat! I also was reminded by my friends who attended with us how thankful we should be to have Aisha working with us at East Shore.

· Board Goals:

1. Increase membership and pledging units according to the 10 year plan.
2. Educate congregants about ESUC and about policy governance
3. Develop an ESUC Safety Plan
4. Develop a Master Campus Plan
5. Continue to work on moving our congregation to becoming anti-racist

Executive Director's Report – Jason Puracal

Topics requiring Board Vote

- **ESUC Auction Fund-A-Need Restricted Fund solicitation**
- **Finance Team Charter**
- **Facilities Team Charter**

Consent Agenda

BOT Goal 1: Increase net membership and pledging units according to the 10 year plan

- I attended the Financial Stewardship Committee meeting in October. I provided a recap of the August draft reports and assisted with the revision of the Committee's Charter. We also discussed the Endowment distribution (see Treasurer's report for more details). The Committee agreed to work on developing the 10-year plan.
- I attended the Facilities Team meeting in October. The Team agreed to review and revise the Reserve Data Analysis to support the efforts of the Financial Stewardship Committee developing the 10-year plan.
- Social Media Metrics:
 - *Yelp for September 9- October 8, 2019*
 - 22 user views
 - 3 user leads
 - 2 clicks to website
 - 1 call
 - *Google My Business Report for September:*
 - Not yet available
 - ESUC.org Analytics Sept
 - 1,358 users
 - 1,148 New Users
 - 2,062 Sessions
 - 5,007 Page views
 - 2:30 average session
 - 39.03% used mobile devices, 5.67% use tablet
 - Facebook: 779 Followers
 - Instagram: 172 Followers
 - Twitter: 50 Followers
- 2019/20 MFD update (as of 10/9/2019):

- Confirmed \$591,749.36
 - Pledges: 252 of 315 households
 - 7 Waiver
 - 14 No's
 - 10 dropped for no pledge 2+ years
 - 9 Life (Members who are not required to pledge)
- 20 Deemed "Likely" representing an additional potential of \$17,823 based on last year's pledge amounts

BOT Goal 2: Educate congregants about ESUC and policy governance

- The planned overview of ESUC finances to the Board was moved from the September Board meeting to the October 15, 2019 Board meeting. As time is limited on the agenda, a separate time will be scheduled for those who would like to go deeper on their understanding of this topic.

BOT Goal 3: Develop an ESUC Safety Plan

- I met with a representative from our insurance company, Church Mutual, to discuss safety on ESUC campus. The recommendations made include:
 - 2-way radios are more reliable than cell phones and can help immediately alert others to issues happening on different parts of the campus
 - Ralph Lutz donated four 2-way radios to the church. The Facilities Manager and Sextons will test out the equipment and we'll then decide whether more are needed for other key leaders in the church
 - Someone should be monitoring the security camera feeds before, during, and after the Sunday services.
 - ACE Media Crew may be able to take on this task by adding the software to a laptop in the sound booth. They will discuss at their next meeting and report back to Facilities
 - All access points to the buildings should be secure
 - Maintaining locked doors on the campus would be a cultural shift for the organization. At the current time, the Sextons will be more vigilant about keeping back doors shut to limit access points
 - All kids should be checked in and out of RE classes
 - Aisha and Amanda confirmed they are already doing this, and we are still understanding the new Realm app to assist with this.
 - The website churchmutual.com has numerous resources related to safety
- The Facilities Team discussed this Board Goal during its last meeting with the Developmental Minister present. It was agreed that Staff alone could not accomplish the goal, nor did the Facilities Team have the capacity to do so. What was recommended is that a new Safety Team be formed with representation from the Facilities Team, and representation from other relevant Core Teams such as Lifespan Integration Team, Worship, etc. The Minister agreed to explore this more with the Board.

- The Sextons purchased new tools to assist in cleaning gutters, roofs, and windows from the ground. The desire is to limit the time the Sextons spend on the roof or ladders, reducing possible injury to employees and liability for the church.
- Now that we have received the second payment from Church Mutual for the claim regarding the damage to the lower parking lot, we have set dates during October to begin the repairs of the poles, lights and cameras in the lower parking lot.

BOT Goal 4: Develop a Master Campus Plan

- This Board Goal was discussed at the Facilities Team meeting. The Team feels that they do not have the capacity to take on this task along, and that it is premature to create such a plan until the work of the Board and Right Relations with the congregation around healing, clearly defining what our mission is, and how proceeds of the Holly House sale will be utilized. The Facilities Team did agree to explore what could be built on the lower parking lot under current code.

BOT Goal 4: Continue to work on moving our congregation to becoming anti-racist

- I have continued to attend the Intro to Nonviolent Communication class at ESUC
- I completed my first IDI plan meeting with my partner as assigned to all Board members
- I participated in SLT related circle work
- I attended the Race & Identity event at ESUC led by Aisha Hauser and Julie Lythcott-Haims
- I have attended several of the ESUC Community Potluck events, with and without my family
- I attended the Lifelong Learning Mariner's game event bring my family and six additional Latinos.

Additional Finance Activities

- I met with the Finance Team. We discussed the July and August Project Balance reports, draft August reports, UUA dues, 2019 Q3 WA Paid & Family Leave filing, the two new hires by the church, Caretaker retirement contributions, the Endowment distribution, Right Relations activity, Meaningful Movies, credit card receipts, and revised the charter.
- The July 2019 financial reports submitted to the Board in September have been finalized without change.
- The month-end reports created for August 2019 have been emailed to the normal distribution list. For the Board's review, I have included the Aug 2019 Summary Income Statement (see Appendix A), and the Aug 2019 Balance Sheet (see Appendix B). The Aug 2019 Income Statements by Department are presented visually as part of the financial charts (see Appendix C), although for more transparency, some of the Departments have been broken down into categories.
 - According to the Aug 2019 reports, total income from donations was ~\$5,200 higher than the 18-year average of pledges for the month, and approximately ~\$11k higher than what was contributed last year during this period. Please note the new account structure groups non-pledge donations with pledges for total income from donations. Total income was ~\$36k higher than the 18-year average, approximately \$16k higher than the 5-year average, and ~\$33k higher than what was brought in last year during August. Our monthly expenses were ~\$6,800 lower than budgeted due to reduced

summer operations, ~\$23,500 higher than the 5-year average, and \$13k higher than last year at this time. East Shore ran a deficit for August of approximately \$6,800.

Nevertheless, ESUC currently holds a surplus of ~\$47k year to date. This is below what is typical for this time of year due to the pending Endowment distribution.

- September month end reports are in progress, and it is expected that the accounting for the church will be caught up during the month of October.
- As a reminder to the Board, bank accounts with Schwab need to be updated with current authorized signers. I provided draft minutes for this purpose, and the Board approved the recommended changes by the Finance Team, in July 2019. I am not able to take any further action with these items as it has to be completed by a Board Executive Officer.
- I have been communicating frequently with the PSA Holly House Task Force, the Broker, and the attorney regarding the Holly House Purchase & Sale Agreement. Due to the sensitive nature of the current negotiations, I will provide a verbal update to the Board during the October meeting.
- I have been corresponding with the Annual Program Fund office of the UUA. The requested contribution from East Shore for the current fiscal year is \$43,352, higher than what was budgeted (\$35,931). The difference is due to the manner in which the dues were calculated. While ESUC was aware there would be a change to the calculation, there was miscommunication about the timing of the adoption of the new formula for the Pacific Western Region. The UUA has since recalculated the dues owed taking into consideration ESUC's membership numbers, operating expenses, and a 10% increase cap. The new amount requested is \$39,524. East Shore has now paid for 4 months of dues calculated at the budgeted amount. We will continue negotiations with the UUA to find a mutually agreed upon amount to pay for the year and maintain fair share status.
- I assisted with the interview process for the Office Assistant position.
- I assisted with setting up the retirement accounts for the Sextons, and we received specific instructions from the UUA of how to properly repair the error of missed contributions from last fiscal year.
- I met with the Chair of the newly formed Meaningful Movies Ministry Team, Chair of ESJCC, and Developmental Minister to discuss how ESUC can host this activity on our campus. It was determined in order for this to happen, a new Ministry Team with new Charter would be formed, ESUC would enter into a License Agreement with the Seattle-based parent company, and a Memorandum of Understanding to document the transfer of funds and release of liability to ESUC. These documents will come before the Board when ready.
- At the Treasurer's request, I provided a detailed list of credit card receipts missing above the threshold of \$50 since Jan 1, 2019.
- I have received requests from the Right Relations Committee to increase the payment to Pam Orbach above what is currently outlined in the contract. I provided several options of how this could be accomplished. As this Committee is a Board standing Committee, and it is important to document the relationship between Pam and the church to limit liability related to independent contractor versus employee, the Board must communicate with Right Relations about mutual expectations and the details of how the relationship will continue. I am happy to support the agreed upon path forward.
- Along with the Chair of Financial Stewardship, I attended an event hosted by Greene Wealth Management with guest speaker Josh Hirt from Vanguard Investment Strategy. My biggest takeaways include:
 - They believe there is no material risk for a recession for the next 12 months, however, did increase the probability of such up to 40%

- They are advising a global portfolio over the next decade with an ~5% return on US equities and ~7-8% return on foreign equities
- While the speaker was not too keen on Social Responsible Investments (SRI) due to limited performance history in the market compared to the market as a whole, others from Greene Wealth and Vanguard expressed appreciation for the diversification of options now available and the recent outperformance of SRI funds compared to the S&P 500. The latter was attributed anecdotally to better governance, lower employee turnover, triple bottom line approach providing some insulation from market swings, etc.
- **In accordance with Policy 2.14, the Auction Team, with support from Staff, Facilities, Outreach and Membership, requests pre-approval from the Board to solicit Restricted Funds during the planned 2019 ESUC Auction Fund-A-Need for a project of adding automatic doors to the Sanctuary, Administration, and Education buildings for the estimated cost of \$10k-\$12k. This project would assist current members and create a more welcoming campus for future members with disabilities.**
- **Attached is the proposed 2019/20 Finance Team Charter submitted for Board approval (see Appendix E).**

Additional Facilities Activities

- **The assisted the Facilities Team in revision of their proposed FY19/20 Charter and request Board approval (see Appendix F)**
- At the request of the Membership Development Manager, the Facilities Team investigated estimated costs to complete the proposed Fund-A-Need Auction item and formally voted to recommend this project to the Auction Team.
- Colton Burd's Eagle Scout project has been completed. This was replacement of the grass outside the North Room with pavers. There are a few follow up steps on East Shore's agenda remaining including installation of engraved pavers for the two donors who inspired and funded most of the project through Restricted Funds, as well as a dedication ceremony, and finalization of the accounting for the project.
- I attended the Grounds Team meeting and provide consult on the various projects planned for the year.
- The Facilities Team has received multiple complaints of the state of the North Room carpet. Facilities has ordered carpet squares to temporarily replace the most soiled pieces in the room, although the color currently installed is no longer available thus a darker color will be used. The Facilities Team will also investigate other solutions that are more appropriate for the space in terms of easy of cleaning and sound abatement for potentially including in next year's budget.

Discussion Agenda

None at this time

Respectfully Submitted,
Jason Puracal
Executive Director

Director of Lifelong Learning's Report – Aisha Hauser

Children and Youth

Sundays have been vibrant and busy since the start of the church year. The Our Whole Lives programs, for 5-6th grades and 7-8th grades have started. Most of those enrolled are East Shore members, we also have some new folks who are here just for OWL and one returning family who left when Peter did. I am grateful to all the committed OWL leaders who make this important program possible.

Amanda and I hosted a Welcome Back, RE Breakfast for families and volunteers on Sunday October 6th. I cooked all the food and approximately 30 people, families with children and some RE volunteers attended. We also had the director of the Camp Kindness program attend and talk about the curriculum that East Shore will use for the children and youth not in OWL. Camp Kindness coincides with the theme-based programming we had already decided on using. Our themes for the next three months are: Compassion, Perseverance and Citizenship. Each theme has a social justice project associated with it. Compassion it will be making sandwiches for Congregations for the Homeless, Perseverance it will be lifting up the Coast Salish Native Americans and learning about the JPod Orcas and the work of the Duwamish and Lummi in preserving their ancestral land and coast. In December, citizenship will focus on immigrants and refugees, while the Giving Tree will be part of the social justice project, my intention is to have another project that includes advocacy for immigrants and refugees.

Attendance Numbers

September 22- 61

September 29-53

October 6-52

Adult Programs

Older Adult Our Whole Lives has been postponed from October until later this year. A survey monkey will be sent out to folks who may be interested in taking the class to gather information on which day would best work for more people. Once that is determined, we will reschedule the class.

On Wednesday October 2, New York Times Bestselling author, Julie Lythcott Haims presented a program here at East Shore. She and I engaged in a discussion about talking to children about race. She read from her latest book, "Real American." Almost 40 people attended and took part in a discussion. The feedback I received indicated people were appreciative of the program and the discussion.

Right Relations

In addition to Mark Norelius' liaison report, I'd like to add a perspective of all that Pam Orbach has contributed since arriving at East Shore and more specifically since she has been contracted by the Board. The reason Pam offered a comprehensive contract to the Board is so that she can engage in the work of restorative circles without the limitation of counting hours. This is a benefit to East Shore. Here are the groups Pam has engaged with extensively.

Right Relations Team-Pam has met with the Team weekly and at times more through zoom and in person when extra support was needed.

Right Relations Facilitation Team-Pam has met with the RRFT to offer enhanced trainings and support to the larger group of folks who have volunteered to hold community circles several times a month.

Board of Trustees Support-Pam has attended Board meetings and the retreat to support the work of the Board.

Pacific Western Region Restorative Circle-Pam attended the restorative circle with the UUA and the PWR staff back in February.

Beloved Racial Justice-Pam has met monthly with the group as a whole and often individually with folks to offer support.

Staff Leadership Team-Pam has offered support to the SLT with circles and individually.

ESUC Staff-Pam has offered a staff circle and offered several supported conversations with two staff members experiencing challenges.

This is to illustrate the hundreds of hours Pam has contributed to the health of East Shore. I will name that I feel the palpable difference in the atmosphere at ESUC with regards to how folks speak to each other and engage.

Respectfully submitted by,

Aisha Hauser, MSW

Liaison Reports

Policy & Governance Committee – Ann Fletcher

Consent Agenda Items:

1. Final Approval of Introduction to Board Policies (See Addendum) and #2 below
2. First Reading Approval to new Section 7 of Board Policies (See Addendum) and #3 below
3. Approval of Policy and Governance Committee and Personnel Committee Charters (See Addendum and #4 below)

1. Policy and Governance Committee met on September 26 and approved its charter update.

2. **RECOMMENDATION TO ADD BRIEF INTRODUCTION TO THE BOARD POLICIES.** In September the BOT gave initial approval to the Introduction to Board Policies in a first reading. Nicole emailed the Introduction to members for their review and comment. I receive one comment from a member who thought it was a very clear and simple explanation of Policy Based Governance and expressed appreciation. The Policy and Governance Committee requests that the BOT vote for final approval of the Introduction to Board Policies.

3. **RECOMMENDATION TO ADD a SECTION 7 TO BOARD POLICIES about HOW to AMEND the POLICIES.** In 2017, the Board approved a “Process for Initiating and Revising Board Policies”. The Policy and Governance Committee is recommending that this previously Board-approved process, which has been in use since 2017, be made a policy. Bylaws and policies generally have a final section explaining how they may be amended, and P&G Committee thinks this would be a useful addition for the Board

and any committee or member who wants to proposed policy changes. It would become Section 7. The process consists of a set of steps and refers to instructions for making the proposal. The instructions following the policy are an example of what needs to be included to ensure that the proposal is complete.

If the Board gives this policy initial approval, it will go to the congregation via email for review and comment. P&G will collect the comments and make a final recommendation to the BOT at its November meeting.

4. **REGULAR BOARD DISCUSSION of POLICY AND GOVERNANCE AT BOARD MEETINGS.** Policy and Governance requests 15-20 minutes on the agenda of the October 27 meeting to discuss how we can best integrate Policy and Governance discussion into one meeting a month, so the BOT has opportunities to use their policies to govern.

5. **CHARTERS.** Over half of the Committee and Team charters have been submitted to P&G and to SLT. P&G would like the Board to approve charters for Policy and Governance and Personnel Committees which are in the addendum in the consent agenda. The SLT members will report on the charters they would like to approve and include those charters in the addendum to this packet. In addition, I have submitted a charter tracking table current as of October 6 as an addendum for quick reference. SLT members may be submitting other approved charters after this date.

6. **GOVERNANCE 101 CLASS.** Policy and Governance would like to partner with the Board on providing a Governance 101 class to members in the winter 2020. We suggest early January for the class. Please advise us about this.

7. **BEACON ARTICLE.** I will write a Beacon article this fall to show members our governance using fun and graphic analogies and to alert them to the upcoming class this winter.

8. **NEED FOR P&G MEMBERS.** We want to recruit two new members and will try some direct appeals through church communications this fall.

9. I will miss the October 15 Board meeting. I will be flying home from NYC that evening.

10. Our next P&G meeting is October 24, 9:30 AM

Personnel Committee – Jerry Bushnell

For Consent Agenda: Nothing this month

Informational:

- The committee has submitted its charter to P&G committee
- The committee is reviewing the new job description for the DLL

Right Relations Committee – Mark Norelius

RRC October Report

Fellow Boardies, I would like to report that the Right Relations Committee (RRC) continues to explore the path and grow it's abilities in building community and supporting conflict resolution. Since my last report we have supported conflict resolution both at the 1-1 level and group situations.

The Right Relations Facilitation Team (RRFT) continues to meet monthly. After an open invitation for new members to join, the RRFT has added five new members with the possibility of two more who have shown interest. We are planning a retreat in the next few months to deepen our connections with each other and build understanding of how we can help provide for the needs of our community with a Right Relations supportive perspective. We will be building on the experience of our current members and the able leadership and teaching by Pam Orbach.

On a personal level, I am continuing my own journey toward understanding. I am midpoint in the course led by Pam Orbach: Deepening Practice and Learning Non-Violent Communication.

Additionally I am attending a book group on Capitol Hill where we are discussing Robin DiAngelo's book: What Does It Mean To Be White: Developing White Racial Literacy. I also just started reading the book The Color Of Law: A Forgotten History Of How Our Government Segregated America.

All of my individual learnings will contribute to my understanding of how I can help lead our church toward becoming an anti-racist church, build community and grow our church.

Community Circles are now being held at a variety of times and days to accommodate the scheduling needs of our community. These circles are being held by Pam Orbach or members of the RRFT with Pam's guidance.

Community Circles schedule:

—the third Wednesday every month from 10 a.m. to noon – E-202

—the third Thursday every month from 7 to 9 p.m.– E-202

—the first Sunday every month from 12:30 to 2:30 p.m.- E-202

—We will continue to have our third Saturday morning circles from 9 to 11 a.m. (usually in the sanctuary)

I invite you all to join on a Community Circle or two each month. It's a great way to dig into the topics that we all deal with in our daily lives and at same time build your connections at East Shore

Respectfully,

Mark Norelius

Member At Large Board of Trustees

Right Relations Committee Liaison

APPENDICES

Appendix A: September 2019 Summary Income Statement

Page : 1

East Shore Unitarian Church
Monthly Income Statement - Summary
July to August 2019

Date : 10/07/2019
Time : 11:46:47 AM

Accounts	MTD Actual (This Year)	MTD Budget (This Year)	MTD Budget Remaining (This Year)	YTD Actual (This Year)	YTD Budget (This Year)	YTD Budget Remaining (This Year)	Annual Budget (This Year)	% of Annual Budget Used (This Year)
Revenues								
Income - Donations	49,063	52,750	3,687	171,061	105,500	(65,561)	633,000	27.02 %
Income - Program Fee Pmts	2,212	667	(1,545)	3,636	1,333	(2,303)	8,000	45.45 %
Income - Fundraising Event Pmt	0	4,062	4,062	0	8,125	8,125	48,750	0.00 %
Income - Facilities Rental Pmt	35,562	17,915	(17,646)	54,798	35,831	(18,968)	214,983	25.49 %
Income - Dept Activities Pmts	7,343	8,413	1,070	17,480	16,827	(653)	100,960	17.31 %
Income - Other	819	24,314	23,495	940	48,628	47,688	291,771	0.32 %
Total Revenues	94,999	108,122	13,123	247,915	216,244	(31,671)	1,297,464	19.11 %
Expenses								
Payroll Expenses								
Wages	56,237	53,877	(2,360)	112,099	107,754	(4,345)	646,526	17.34 %
Payroll Taxes	3,357	4,008	652	6,522	8,016	1,494	48,098	13.56 %
Payroll Benefits	13,245	9,654	(3,592)	22,127	19,307	(2,820)	115,842	19.10 %
Total Payroll Expenses	72,839	67,539	(5,300)	140,748	135,078	(5,670)	810,466	17.37 %
Program Expenses	6,830	9,838	3,008	8,610	19,677	11,067	118,061	7.29 %
Administrative Expenses								
Facilities Expense	9,293	9,580	288	10,443	19,161	8,717	114,965	9.08 %
Business Expense	2,107	7,719	5,612	16,712	15,439	(1,273)	92,633	18.04 %
Office Expense	1,256	2,332	1,076	3,957	4,665	708	27,989	14.14 %
Fundraising Expense	0	938	938	1,645	1,875	230	11,250	14.62 %
Advertising & Marketing	0	705	705	61	1,409	1,348	8,455	0.73 %
Interest & Loan Expense	9,470	9,470	0	18,941	18,941	0	113,645	16.67 %
Total Administrative Expenses	22,126	30,745	8,618	51,759	61,490	9,730	368,937	14.03 %
Total Expenses	101,795	108,122	6,327	201,116	216,244	15,128	1,297,464	15.50 %
Net Total	(6,797)	0	6,797	46,799	0	(46,799)	0	0.00 %
Other Revenues								
Designated Revenues	101,915	0	(101,915)	101,915	0	(101,915)	0	0.00 %
Restricted Revenues	0	0	0	0	0	0	0	0.00 %
Revolving Revenues	0	0	0	0	0	0	0	0.00 %
Total Other Revenues	101,915	0	(101,915)	101,915	0	(101,915)	0	0.00 %
Other Expenses								
Designated Expenses	1,709	0	(1,709)	1,709	0	(1,709)	0	0.00 %
Restricted Expenses	0	0	0	0	0	0	0	0.00 %
Revolving Expenses	0	0	0	11,933	0	(11,933)	0	0.00 %
Total Other Expenses	1,709	0	(1,709)	13,642	0	(13,642)	0	0.00 %
Net Operating Total	93,409	0	(93,409)	135,072	0	(135,072)	0	0.00 %

Appendix B: September 2019 Balance Sheet

Date : 10/07/2019
Time : 11:40:18 AM

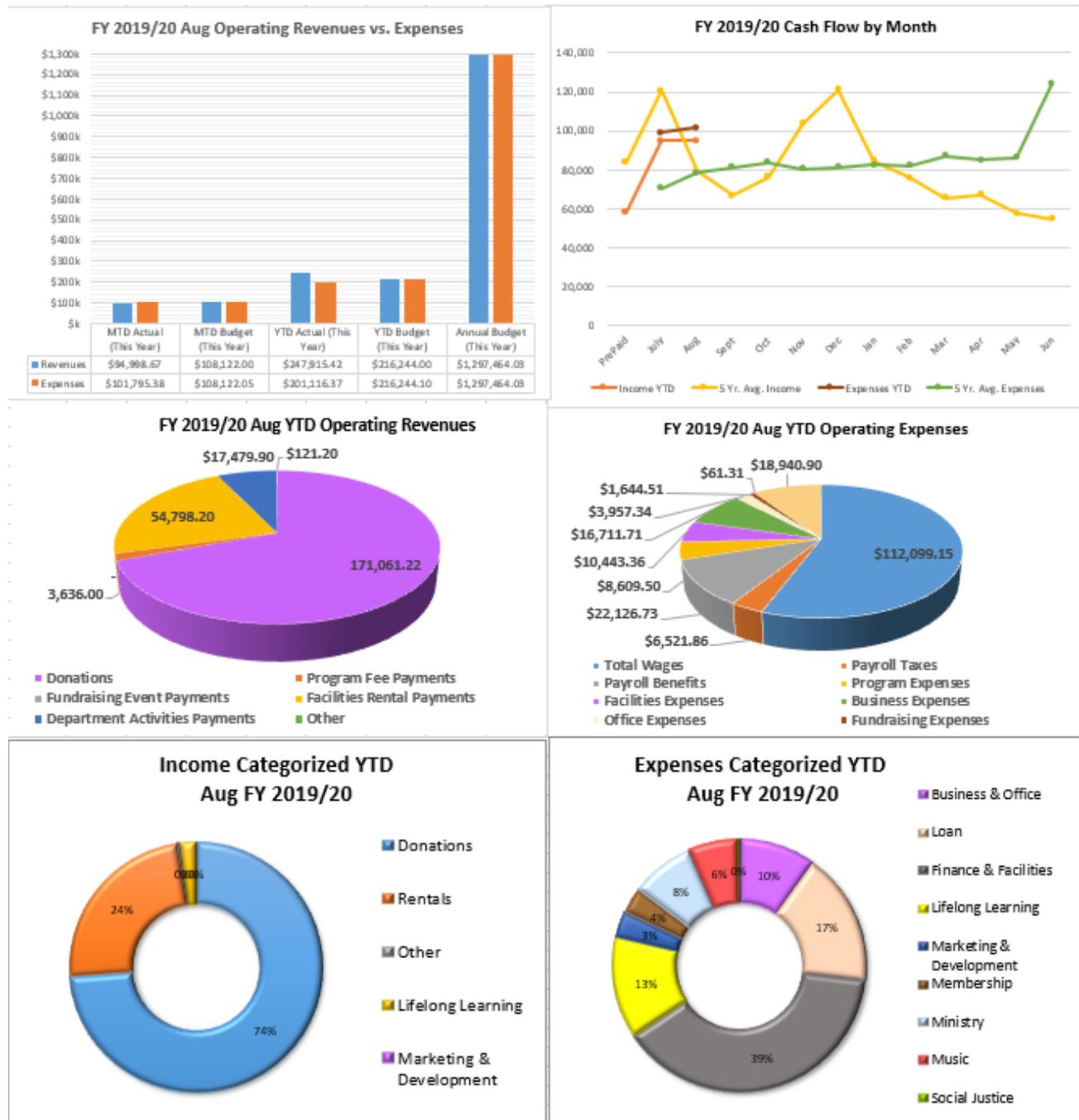
East Shore Unitarian Church
Balance Sheet
August 2019

Page : 1

Accounts

Assets		
Current Assets		
Cash & Investments		
1-1000 - Petty Cash	\$200.00	
1-1010 - Checking - Chase	\$91,069.28	
1-1030 - Brokerage - Schwab	(\$11,000.98)	
2-1010 - Checking - Chase	\$15,207.69	
3-1010 - Checking - Chase	\$65,080.93	
3-1040 - Endowment Money Funds - Schwab	\$30,392.89	
3-1070 - Endowment Investments - Schwab	\$1,327,804.04	
4-1010 - Checking - Chase	\$13,624.35	
Total Cash & Investments	\$1,532,378.20	
Other Assets		
1-1110 - Deposits	\$1,750.00	
Total Other Assets	\$1,750.00	
Total Current Assets		\$1,534,128.20
Contra Assets		
1-1600 - Building Loan Contra Account	\$708,192.21	
Total Contra Assets		\$708,192.21
Total Assets		\$2,242,320.41
Liabilities, Fund Balance, & Restricted Funds		
Liabilities		
Current Liabilities		
1-2010 - Second Sunday Collection Payable	\$878.24	
1-2020 - Other Collections Payable	\$175.00	
1-2110 - Wage Accruals Payable	\$28,829.37	
1-2130 - FICA Withholding	(\$702.35)	
1-2160 - Other Payroll Deductions Payable	\$4,976.02	
1-2170 - 401(K) & Pension Payable	\$5,175.80	
1-2500 - Building Loan - Current	\$76,200.00	
Total Current Liabilities		\$115,532.08
Long Term Liabilities		
1-2700 - Damage Deposits - LT Rentals	\$4,500.00	
1-2750 - Building Loan - Long Term	\$631,992.21	
Total Long Term Liabilities		\$636,492.21
Transfers In/Out		
1-2900 - Due To/From Other Fund	(\$8,612.83)	
2-2900 - Due To/From Other Fund	(\$31.17)	
3-2900 - Due To/From Other Fund	\$8,644.00	
Total Transfers In/Out		\$0.00
Total Liabilities		\$752,024.29
Fund Balance		
2-3000 - Fund Balance - Ministry	\$2,251.30	
2-3010 - Fund Balance - Membership	\$5,923.55	
2-3020 - Fund Balance - Social Justice	\$4,591.71	
2-3030 - Fund Balance - Lifelong Learning	\$3,912.17	
2-3040 - Fund Balance - Finance & Facilities	\$9,441.25	
2-3050 - Fund Balance - Market & Dev	\$1,051.81	
3-3000 - Fund Balance - East Shore Housing	\$10,000.00	
3-3020 - Fund Balance - Endowment	\$1,258,109.27	
3-3050 - Fund Balance - General Reserve	\$41,809.08	
3-3060 - Fund Balance - Memorial Garden	\$4,509.40	
4-3000 - Fund Balance - Grounds	\$1,615.00	
4-3010 - Fund Balance - Gallery	\$8,000.00	
4-3020 - Fund Balance - Fund-a-Need	\$4,009.35	

Appendix C: September 2019 Financial Charts



Appendix D: ESUC Board of Trustees Draft Minutes – September 17, 2019

MINUTES> EAST SHORE UNITARIAN CHURCH BOARD September 17, 2019

Attendance: Entire board minus Jerry Bushnell. Guests: Pam Orbach, Sheridan Botts, Ann Fletcher, Louise Wilkinson, Sara Brannman

- Check in
- Timekeeper: Mark Norelius volunteered
- Consent agenda: Minutes removed from consent agenda.

Evelyn Smith moved, Mark N. seconded motion *to pass consent agenda. Passed unanimously.*

Minutes corrected. Page 12 change “minimizing” to “acknowledging” so corrected. Mike moved, Maury seconded motion *to approve amended minutes. Passed unanimously.*

NEW BUSINESS:

- Question asked about hiring the office assistant. Nicole is interviewing.
- Work with Pam Orbach.

Former Board member Sara Brannman described the circumstances which led her to leave the board. “Not a difference of opinion but of values”. Board asked questions about the Pam Orbach’s proposal for more Board work growing awareness of our ‘business as usual’ and its impacts. to take steps to ensure we don’t push away new/young/ potential members. Discussion ensued. Topics and questions. Does the Board have a commitment to this work? What commitment does the congregation have? How will the Board hear from those who never come to us? The difficult work on self-awareness and the ‘trickle out’ to the rest of the church is critical to the longevity of East Shore. Board work should be aspirational.

Everyone spoke to their feelings about adding another meeting. Board committed to adding a second meeting each month to do the deeper work that needs to be done. **Mike and Dennis** will make a proposal about additional time commitment.

Louise gave us our assigned empathy buddies for continuing IDI work, @ 1 hour a month.

- Budget presentation deferred
- Policy and Governance: Ann Fletcher. Board should review policies to ensure they align with mission and vision, not only look them up when we have a problem. Let policies reflect our values. Look at them to check inclusivity. Policies are a living document.
- Minister emeritus process. Deferred.

OLD BUSINESS:

- Caretakers salary. For both custodians, the increase adds 13k to East Shore’s expenses. 3k is saved by not yet hiring the office assistant, Treasurer reported that The additional 10K will not be taken from facilities reserve yet, as ESUC has a “good track record” of getting pledges or gaining more rental income.

Minutes taken by Mike Radow, board vice-president

Jerry Bushnell, board secretary

Appendix E: Statement from Linda Freeburg

Statement from Linda Freeburg, Chair of East Shore's Holly House Development Task force 2018-2019

Date: October 8, 2019

To: The Board of Directors of East Shore

Thanks for allowing me to address you. I appreciate your leadership at East Shore and the significant investment of time and energy that is required of you. I ask, in reading this letter and in my time with you, for your minds to be open.

I am writing to you now and will attend the board meeting in October as the former Chair of the 2018-2019 Holly House Development Task Force (HHDTF). I served on this task force and the previous Holly House task force because of my love of East Shore, my commitment to our beloved community, and my expertise in affordable housing, real estate development, and project management. Also, because I was repeatedly asked to serve, by several East Shore people including board members. This work required thousands of hours of time from many highly capable and dedicated members. I was honored to work with them.

After the Holly House vote in March of 2019, some members of the staff and congregation were upset about the outcome of the vote. I'm convinced this would have been the case regardless of which buyer was chosen. The congregation was not unified in agreement on their choice.

In the April 2019 Board Meeting, Jason presented a PowerPoint claiming his perspective of unfairness, bias and bad process conducted by the HHDTF. Jason said that some felt "un-heard." This topic took up the lion's share of that meeting and as such is reflected in the 6 pages it occupies in the minutes. The group that attended the Board meeting to support Jason was organized; many people who attended spoke and their comments are reflected in the minutes. There was no transparency in their approach to that meeting – HHDTF was neither notified nor included, and the board claimed unawareness of their plans. In this board meeting where claims and allegations were surfaced, relevant context was missing.

By allowing the full presentation and so much discussion to take away from the planned agenda, and then carefully reflecting all that content carefully in the April board meeting minutes, without rebuttal, the board implicitly sanctioned their criticism of the HHDTF and gave credibility to their claims. You did this without investigation of the facts that would have been revealed in due process. Publishing the minutes caused a ripple effect in the congregation. We heard about it immediately and for weeks and months after.

After that April Board meeting you chose to publicly criticize us, and then invited us to come to a closed "listening session" In July to share our feelings and impact. This week you responded to what you heard by sending an email to the HHDTF with your lessons learned. I sincerely appreciated your response and the learning it reflected. But that email, too was private, whereas the April board meeting and the criticism of us in the June meeting were both public.

I'm writing this letter to you now and will attend the board meeting this month to counterbalance these very public and targeted criticisms.

The HHDTF started our work with a Charter that 17 people contributed to or vetted, including many board members. To the best of our ability, we followed that charter up to the day of the vote. This required an un-biased approach which some congregants were dismayed at; they would have much preferred advocacy for the affordable housing buyer, and wished we had tried hard to persuade the congregation.

I understand that April meeting was awkward, the presentation was unexpected, and the board was well intentioned in listening to voices who claimed not to have been heard. But there were unintended consequences.

For the board to have given so much air time off their agenda, to a group privately formed for the purpose of criticizing our work without us present, and then to neglect talking to the HHDTF leadership to get a full picture; to have further neglected to conduct a post mortem of the project to truly understand what happened and why; to not solicit our response; and then to respond to that April criticism with a public apology to the congregation for not providing better oversight of us, *when the Board had been in very close communication with our work all along...*

... strikes me as reactionary, unfair, and reflects significantly poor judgment.

How much more productive might that April board meeting have been, if the agenda was set for that topic and the HHDTF was invited to listen and participate?

I am here to add context and share information that I believe has been missing. As the Chair of the HHDTF, I was deeply imbedded in the project, closer to it than anyone, and acutely aware of the intricacies, complexity and activities of our work.

Certain issues have been called out that require knowledge and relevant context of the full story that you are unaware of. I will address a few of those issues here:

The change of staff on the task force

My awareness of this change is from Rev Steve telling us one day that Jason had resigned and he, Rev. Steve, was the staff replacement to the task force. I'd watch Jason struggle to accept the terms of our Charter, but I never heard from him directly or in-directly about why he resigned. I can't speak to this further without first a candid conversation with Jason.

The resignation of a task force member who comes from a marginalized community

Another member of the task force announced to us in her first meeting that she had over a dozen mental and physical illnesses. She came to the meetings and took us off topic by sharing handouts that were not about our work and wanting to discuss them. She was late to meetings or didn't attend. We offered the task of taking minutes to her which she accepted with joy but struggled to complete. After the lack of timely delivery which was causing heartburn for those who had to report on the team's progress to the board, in a phone call follow-up I shared a tip I had learned in my experience with taking minutes in other unrelated work in hopes it would help her be successful. Instead of trying my idea of help, she immediately resigned in anger.

Not every congregant is suited for every East Shore project. The HHDTF had an uncommonly high workload and we needed each task force member to be able to do their share. It appears to me that she was unable to do the work and she said she was resigning from the task force. She suggested she might be interested later coming back to help on a different task, but I didn't hear from her again. In the meantime, I talked with Mark Norelius about 4 other ESUC projects where I thought she could engage with the East Shore community and bring value and feel involved but not overtaxed.

The decisions about and timing of presentations by affordable housing prospective buyers

One of the task force members wanted to bring in affordable housing buyers to present to the congregation directly; at that time we had not yet identified the market rate buyer and we were concerned about all of the Dream Big work that identified many, many uses of the proceeds, including social justice work. By necessity, those two searches for buyers were not in sync with each other. By the time we did have a market rate buyer I had become convinced direct presentations made sense (from arguments to that effect by task force members of both genders.) We then lined up the affordable housing buyers and the market rate buyers to all do presentations for the congregation.

This was about timing, and bias. That same task force member was eager to get information out early about the affordable housing buyers to the congregation and she was a strong advocate for that vote. We had several spirited discussions where her advocacy was arm-wavingly obvious. I had no qualms with that personal position, but we had an obligation defined in our charter to remain neutral in our position with the congregation and to inform, but not attempt to persuade. From her comments during and after this work, it appeared clear to me that she was bitterly disappointed we had not worked harder to persuade: "If only we had started a few weeks earlier we might have swayed enough votes."

It was my thinking then, reinforced by many others and the board, that our role was not to persuade, but to inform. Our charter prescribed that position.

The edits to a piece of work initiated by a female task force member

This issue closely follows the one above. One task force member (working at time with others) put dozens and dozens of hours into the Voters Pamphlet. It was remarkable effort and quality work. We made edits to the Voters Pamphlet so that it would emulate what we understood the board to have asked for; in that document, there were arguments for and against the market rate and affordable options, and a balance of alternatives presented with the array of advantages each presented. The final work product represented our best deliverable after input from many, many people.

Some of that input was discarded because I and others didn't find it relevant or on point. Some was contradictory with other input. This is a good example of the reality that not everyone gets to have a say in everything. It's simply impossible. This doesn't mean that people weren't heard.

I understand if others feel this way, but I take exception to a premise that what we included or rejected in that document reflected bias against persons of color. I maintain that it's possible to disagree with someone and not be racist or disparaging of a culture or sexist. I've heard it attributed to ESUC leadership and others, a phrase that fits here: "It's not that I don't hear you, I just disagree with you."

At the end of the day, we were the ones responsible for the work product, and as the committee Chair, I carried the ultimate responsibility. This document was vetted by the Board before it was released. To this day, I'd have a hard time connecting the final product with any individual's input—this document is a collective document.

As a white person, I'm very aware that I am a person of privilege and insulated against discrimination or micro-aggressions simply because of the color of my skin. And, I can't speak to anyone else's experience other than my own.

How task force members were recruited

We did hand pick task force members. I made no secret about that. I was not dissuaded from that approach, and in some conversations, strongly encouraged by those who best understood our work. We needed smart, capable, hard-working people who were ready to serve in a big capacity and do a heavy lift over many months' time on a high-risk project. We had dozens of tasks that required hundreds of hours of work and hard thinking. This project was not for everyone.

We wanted more persons of color and actively tried to recruit them. I understand the criticism that POC's at times don't feel welcome at East Shore. I get that. There is a disconnect when anyone complains about not being at a table that they declined to come to, especially if you want that table to represent you. More importantly, what do we need to do differently, at East Shore, so that everyone feels heard and welcomed, including those at the margins?

How congregational input was handled

This is an aspect of the project that I found thoroughly enjoyable and engaging and community building and totally exasperating. It is a UU attribute to believe that we can give input to and try to influence and direct everything around us, and the work of the staff and the pulpit and the congregation are all no exception to that. I received hundreds of emails, and phone calls. Every time I walked on the campus; I was buttonholed about Holly House. In every social occasion where East Shore people were present, I was given input. We had a staff member and 2 board members who gave us input every meeting and often outside of meetings.

It came to such a tsunami wave of proportion that a few weeks before the vote I told the board, "Enough." We were at a point where we had to knuckle down and grit our teeth and get across the finish line. By then it was 25-30 hours a week, for several of us. Input then made our work much more difficult.

Not all input was reflected in our work. That's impossible. It was sometimes wise and sometimes contradictory and sometimes counter to our charter and sometimes ridiculous. But we listened. I listened, to everyone. To claim "I was not heard" is hard to reconcile with my reality. To claim "I was not heard because I'm a person of color" is anathema to me. It would be more accurate to say, "my input was not included, and I'm disappointed."

One of the lessons for me was that I didn't figure out a better way to collect input to divert some of the firehose from hitting me personally, over and over and over. Another lesson is that I wish I'd spent more time repeating what I heard and saying, "I hear you." But I ran out of steam.

Right Relations

We agreed to have a Right Relations representative at all of our meetings. Sometimes that was a clear advantage for us and added value. At other times, the influence was negative and harmful. On balance,

there were several challenges in working with Right Relations. If the Board is interested in my feedback, or a concerted focus to review how this impacts our congregation, I'd like to be part of that discussion.

Enough on specific allegations.

Perhaps if a post-mortem is ever conducted, you will see the whole picture on these and other issues. Neither this letter nor my attendance at the October 2019 board meeting is a post-mortem. That requires a specific process, and this is not that.

We did not work in isolation. We considered the congregation's perspective which at times was deeply emotional and internally contradictory. We knew our work was high stakes. We listened carefully to hundreds of occasions of input. We listened Every.single. time.

We were thoughtful, careful and judicious in our decision making.

There are always things that can be improved in any process. Always. The work of the HHDTF (& my leadership) is no exception. I have learned a tremendous amount in this work, (not all of it valued nor sitting well with me). I have reflected on the outcome, our processes, the expectations placed on the HHDTF and my own leadership. No doubt, some lessons have merit and opportunities for growth.

I was asked to address lessons learned with the Board, so I will:

For you to collectively distance yourselves from our work is incongruent and inconsistent with the facts. As you know, 2 board members attended all our HHDTF meetings. I attended 6 board meetings and communicated with you closely outside of meeting time, for nearly a year. I received hundreds of emails from the board and congregational leadership and replied to each one.

To reduce your discomfort after the April criticism, by then detaching yourselves from a group you closely monitored- via public criticism leveled at us, was out of Right Relations. It was, quite frankly, beneath you. It hurt us, and I think it hurt East Shore. Rather than distancing yourselves from the discord and our work as you tried to do, I ask that you work as ESUC leaders to think about your own active participation in and support to our work and what we can do better.

What lessons can we all learn? Let's consider these questions

- What is the right balance for getting big jobs done for the congregation and offering enough inclusion to interested parties, inclusion of input and ideas?
- How do we assure sufficient voices are heard in the work of the congregation, especially from people too often marginalized?
- How might you review and write Charters in the future?
- What board oversight is appropriate and most effective?
 - How will you balance oversight and support? Delegation and effective management?
- How might you conduct post-mortems of significant ESUC projects? What protocol will you follow, and who will you include?

- Should we adjust our congregational expectations so that it is understood and accepted that not everyone's ideas will be reflected in every process, nor in every outcome? Is this even possible for UU's?

Sincerely,

LFF

Linda Flanagan Freeburg

Appendix F: East Shore Board Policy Introduction

East Shore Board Policy Introduction

Policy Based Governance, currently used at East Shore, is organized as follows:

The Congregation in Meeting has the responsibility and authority to elect the Board of Trustees, to call the Minister(s), and to approve the Bylaws.

The Board of Trustees creates policy congruent with the Bylaws for all aspects of the church, has ultimate fiduciary responsibility for the church, and also creates Goals and Strategic Plans that will guide Staff and move the church toward its Mission and Vision.

The Staff Leadership Team (SLT), comprised of the Minister(s), the Executive Director, and the Director of Lifelong Learning, has administrative authority and fiduciary responsibility and limitations as delegated by the Board of Trustees in its Policies. The SLT members, or their designated Staff, work with the Core Teams and Ministry Teams toward the Mission and Vision of East Shore.

Board Committees are **created and authorized by the Board of Trustees** to help the Board do its work. This may include standing (ongoing) committees, task forces, and ad hoc committees. Members of Board Committees must be East Shore members and approved by the Board. Current Board Committees are: Financial Stewardship, Endowment (sub-committee of Financial Stewardship), Policy and Governance, Personnel, Right Relations, and Nominating.

Core Teams are **created and authorized by SLT** to work together with them on essential church functions. Core teams include Coordinating Councils, such as the Earth and Social Justice Council, that work with various Core or Ministry teams.

Ministry Teams are **created by members with support and authorization from SLT** to work together with them toward the Principles, Mission, and Goals of the church.

The following are the current Board Policies guiding the Staff and governing East Shore:

(The Current Policies will follow)

Appendix G: Process for Initiating and Revising Board Policies

Process for Initiating and Revising Board Policies

Approved by the Board November 2017

1. Policy revisions may be initiated by the Board of Trustees (BOT), Staff, Committees (Board Standing, Nominating, Search, Task Forces), Core Teams, Ministry Teams and members, by completing a Board Policy Recommendation Proposal (see instructions below) and submitting it to the BOT. The proposal document will address questions about background information related to the proposed policy (such as history, relationship to other policies, or etc.), evidence for the need for the new or changed policy, proposed language for the policy and a suggested placement within the current policies. If a group is submitting the Board Policy Recommendation Proposal, its members must have approved the recommendation using the process described in its charter.
2. The BOT will review the recommendation and determine next steps, which may include delegation to the Policy and Governance (P & G) Committee.
3. The BOT and the P & G Committee will consult regarding priorities for the Committee's work and issues related to the policy that the BOT wants to have addressed. The P & G Committee will create a work plan and progress chart based on this consultation to aid the Board liaison with their monthly report.
4. The P & G Committee will do any additional needed research and get input from relevant staff, committees, teams or members before drafting the recommendations.
5. The P & G Committee will send the recommended policy to the BOT, which may return the policy to the Committee for further work or determine if/when it will vote.
6. The BOT or their designee will give the congregation notice of policy revisions with comment options, via appropriate church communications ten days before the meeting in which they plan to vote on it. The BOT may in emergency situations or crucial time-sensitive situations vote on a policy with less time or without pre-communication to the congregation.
7. Within a month of Board approval, policies will be communicated to the congregation and included on the East Shore website and in the Administrative Handbook, by the Board secretary or their designee, working with appropriate staff.

Instructions for Developing Board Policy Recommendation Proposal

Policies are developed by the Board of Trustees to help them govern within federal/state laws, and within the ESUC by-laws, which are approved by the congregation. The policies provide guidance and limitations to the paid and non-paid (volunteer) staff members who carry out the ministry of the church. Policies are not to be confused with procedures which the staff or lay leaders develop to maintain efficient day to day operations within board policies.

Policy revisions may be initiated by the Board of Trustees (BOT), Staff, Committees (Board Standing, Nominating, Search, Task Forces), Core Teams, Ministry Teams and members. Only the Board may approve a new policy or a revision to an existing policy.

If you wish to propose a policy, please prepare a document that addresses the elements outlined below (A-H) and submit it to any member of the Board directly or through an appropriate member of the Staff Leadership Team (Minister, Executive Director, Director of Lifelong Learning). The proposal will then be reviewed by the Board and any relevant committees to determine its potential for approval. The Board and Committees meet once a month, so the expected time frame for response or action may be several months.

A. Is your proposal for a new policy or a revision of a current policy? (Policies can be found on the church website esuc.org, About Us, Governance.) If for a new policy, please write a succinct draft of it and suggest a placement within the sections of the current policies. If for a revision, please list the current policy and the proposed language change(s).

B. What evidence is there that ESUC needs the new or revised policy? Please be specific and use data as much as possible. Provide additional context or sources used, as needed to clarify your proposal.

C. Does the proposed policy comply with state/federal laws and ESUC by-laws?

D. Are you submitting this proposal as an individual or as a member of a Board Committee, Core, or Ministry Team, or other group within the church? If as a member of any group, please confirm that the group has approved this proposal according to its charter by attaching a copy of the minutes where it was approved.

E. Your name and contact information:

F. Group's name (if any):

G. Submitted to:

H. Date:

