

# East Shore Unitarian Church

## Meeting of the Board of Trustees

### January 2020

### Board Packet

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### Note on January Board Packet Contents

The minutes of the December 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 January 29 & 27, 2020

#### January 21

7:00-7:05	5	Opening Words	Steve
7:05-7:20	15	Timekeeper and Check-In	All
7:20-7:30	10	Consent Agenda	All
7:30-7:40	10	MFD Update & sign up,	Steve
7:40-7:50	10	Holly House debrief planning for 1/25 Hopes/expectations, food, etc.	All
7:50-8:05	15	Process and timeline to address the next step in Aisha's leave taking	All
8:05-8:35	30	White Supremacy Discussion	Aisha and Maury
8:35-9:00	25	Executive Session	All
		Holly House	Jason
		Board Oversight Discussion	All Elected Bd members
9:00		Adjourn	

#### January 27

7:00		Timekeeper	
7:00-8:00	60	Pam-led discussion	Pam
8:00-8:40	40	IDI feedback from paired teams	Louise
8:40-9:00	20	Executive Session	
9:00		Adjourn	

ESUC Membership at a Glance	
Current Membership	Current Pledging Units
395	300
June 2019 Membership	June 2019 Pledging Units
402	315

**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!)

**January 2020 Consent Agenda Voting Items**

- Approve December 2019 Board Meeting minutes
- Approval of charters for Right Relations Committee and Seabeck Team (See Appendix and #1 below)
- Approval to new Safety Policy 2.21 and to revised Goals Action Plan Policy 4.5 (1) (See Appendix and #2 below)
- The fall event previously known as the church salmon bake will now be known as the Autumn Ingathering. The event will be a potluck.
- Approve Jan Bogle as member of the nominating committee

**January 2020 Board Reports**

**Developmental Minister’s Report – Rev. Stephen Furrer**

**Developmental Minister’s Report to the Board**

January 21, 2020

The continuing efforts of Holly House Task Force members Jim, Ann, David, Evelyn, and Jason to successfully comply with the congregation's wishes to dispose of the Holly House property are commendable.

The staff is adjusting to Amanda Ulahan's return this week and contemplating Aisha Hauser's retirement at the end of June. An ad hoc committee of the Board should be appointed to plan a special going away party for Aisha with an appropriate farewell gift this coming June.

I am sad to report the deaths of Gerri Armbruster (a memorial service in our sanctuary is planned for Sunday, February 9 at 2:00pm) and Tom Way (whose service plans are currently pending).

With the Stewardship Team returning to being a Staff run, Nicole Duff and I have selected February 29 for a small major donor wine and cheese party the minister's home in Renton and an all-congregation brunch on March 29 ending the MFD.

I will be leading a seven-part sermon series on the Seven Principles this spring beginning February 9 and continuing through Earth Day, which we will celebrate on April 19.

With respect to the Holly House purchase and sale, as with respect to all matters being deliberated by the Board, our fifth UU Principle—the right of conscience and the use of the democratic process within our congregations and in society at large—encourages us to find a way forward in the spirit of Beloved Community, compromise, and progressivity.

Respectfully submitted,  
Rev. Stephen Furrer, Developmental Minister

### President's Report – Dennis Fleck

With Aisha's announced leaving, I feel it is appropriate to step back and look at how the church can best use the financial resources that are currently being allocated to Aisha's compensation. I am not suggesting that we don't need a RE Director or LLL Director. A strong RE program is extremely important for East Shore if we are going to attract and retain families with children – and we must do so. I am suggesting that we should look at East Shore's overall needs, and then determine how best to meet those needs, be it with professional staff, lay leaders or some sort of combination. Might there be value in hiring a newly ordained, young associate minister? If we concur that it is appropriate to step back and look at how the church can best use the financial resources that are currently being allocated to Aisha's compensations, then the next question is: Who should do it? Does the Board do it? Does the Board set up a task force to do it? Is a task force the best way to do it? What is the best process to flush out our needs in a manner that all voices have an opportunity to be heard?

I understand that the MFD responsibility has been flushed out and we are moving forward under Nicole's guidance. Let us, each, be supportive of Nicole, not micro-manage, and respond positively when she asks for help. Additionally, I believe we need to come up with a plan to address the "wrap-up" phase as that isn't part of Nicole's current focus.

Nicole and Aisha will be leading a series of three gatherings to help us learn to better retain visitors, transition them to members and then keep our members. The classes will start at 7:00 PM on January 28, February 25, and March 24. Nicole and Aisha will use a video series to launch a discussion on how to Repel Fewer Visitors (January 28), Help Newcomers Become New Members (February 25), and to Close the Revolving Door (March 24). They will be using a multicultural welcoming handout to ensure we are being fully inclusive. This is our opportunity to help us learn how we can grow East Shore. Please attend as many of these sessions as you can. Unfortunately, I will be out of town the last two.

I would like to acknowledge the ongoing email communication that we are doing in between meetings. I find it a helpful way for us to share our perspectives on various subjects, and thus make better decisions. Your willingness to enter into such faithful email conversation is appreciated.

Yours in faith,

Dennis

### Vice President's Report – Mike Radow

#### Jan 7 Right Relations retreat

4 board members attended all or part of the day. Much time was naming the wisdom we had gained and how we might demonstrate that. We might look at our RR covenant again. This groups is developing a deep level of trust and closeness, akin to what I imagine might happen in a covenant circle. Definitely spiritual work. How do we foster such communities at East Shore?

Jan 9 Worship Committee: Amanda Strombom has stepped up to be a manager of the Google group and is soliciting ideas for services during the summer when Steve is not preaching.  
Jan 10 Policy and Governance Committee. See report elsewhere in the packet.

Jan 10-12 UUA “Leadership Experience” at Dash Point in Federal Way

In preparation for this training we took the IDI (still in minimization). We watched several videos related to the IDI, (available for under \$20)/ We were instructed to watch other films with fellow congregants: about the fellowship movement, about the impact of a congregation’s size, and about “changing times”. I can share these with you upon request. We also took a congregational assessment which I think would be of value to us at some point.

It was a rich weekend. We learned about how systems operate, with a ‘mobile metaphor’. We talked about how to deal with uncertainty and crisis with a ‘car in a skid’ metaphor. We watched *Anxious Lutherans* and learned why it is important to stay calm when you notice anxiety. Here’s a taste of the many other learnings.

- Put the Mission first. Make decisions through that lens.
  - Be curious.
  - Aspire to be a spiritually grounded leader
    - Maintain your self-differentiation
    - Reflect, build self-awareness
    - Stay calm when you notice anxiety, without trying to fix it
    - Reassure, give thanks
  - Talk about the good things we have done, talk about what we are for.
- ideas we could try, as we adjust to inevitable change
- Sit in a new seat
  - Change who you talk to
  - Get out and see the world (visit other congregations)
  - Give change a chance
  - Communicate directly. Talk **to** people, not *about* them.
  - Hold relational meetings as a matter of course.

Mike Radow

## 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 will meet on January 31<sup>st</sup>.
  2. The ES updated their charter and sent it to the Financial Stewardship Committee for review.

3. We will be having another distribution from the Endowment this month. This was the distribution approved by the congregation and on the schedule approved by Financial Stewardship.

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

1. The FSSC had to cancel this month due to weather. They will meet on the 21<sup>st</sup>, before the board meeting.
2. The FSSC reviewed and gave feedback on the ES charter. They returned it to the subcommittee for comments and review. The next step is to forward it to Policy and Governance.
3. The FSSC was asked to review a contract. We will be discussing this at the meeting on the 21<sup>st</sup>.
4. The Budget Team is waiting for the FSSC to nominate a second member to be part of the budget process. As a reminder, the Chair of FSSC as well as a second member of FSSC are part of the Budget Team.
5. The FSSC was asked by the Board to take on the responsibility for approving fundraising at East Shore. The hope was to have a central committee tracking all of the fundraising happening at any given time. They would keep and update the official fundraising calendar. Instead, the FSSC has made a recommendation that they develop a fundraising guideline document which makes it clear for our staff to follow. The staff will be in charge of the operations or day to day implementation of the fundraising calendar. I agree with this recommendation and look forward to helping with the guidelines.
6. The 5-Year Strategic Plan needs to be updated and they will extend it to a 10-Year Plan to support the Board goals. To accomplish this plan, they will be looking at budget vs. actual numbers. They will also be considering how we are doing with pledges and increasing membership.

- **Finance Team:**

1. The Finance Team met January 14<sup>th</sup>.
2. It has been suggested that part of the budgeting process include a class for members and committee chairs. We should also include education on Department of Revenue rules as well as making it clear who can sign contracts on behalf of the church. Jason

has drafted an announcement and topics for that class. We are still trying to find a date that works for most people.

3. We need to make sure the signatories for our Schwab account are up to date.
4. To date, we have spent \$41,000 on legal fees for the sale of the Holly House property. The amount is unbudgeted for this year.
5. Our bookkeeper, Vanessa, and Jason have a plan for Vanessa to move to part time. (This was the plan from the beginning, to move that position to part time.)

- **Treasurer Position and Other Work:**

1. I will fill out my plan for the IDI.
2. I signed the contract for our new, accessible doors. This was approved by the Board and paid for through our Fund A Need from the Auction.

- **Budget Team**

1. Traditionally, the members of the team consist of the President, Treasurer, Minister, Executive Director, Chair of Financial Stewardship and another member of Financial Stewardship.
2. The Budget Team begins meeting this month, on the fourth Tuesday of the month.

- **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

### Executive Director's Report to the Board of Trustees, East Shore Unitarian Church, January 2020

#### Topics requiring Board Vote

- None at this time

#### Consent Agenda

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

- Social Media Metrics:
  - *Yelp for December 11, 2019 - January 9, 2020*
    - 22 user views
    - 3 user leads
    - 3 clicks to website
  - *Google My Business Report for November:*
    - 32,347 People found us on Google
    - 552 Asked for directions
    - 281 Visited the website
    - 22 Called
  - ESUC.org Analytics Dec 2019
    - 1,303 users
    - 1,105 New Users
    - 1,904 Sessions
    - 4,631 Page views
    - 2:13 average session
    - 43.33% used mobile devices, 5.14% use tablet
  - Facebook: 852 Followers
  - Instagram: 179 Followers
  - Twitter: 49 Followers

##### *BOT Goal 2: Educate congregants about ESUC and policy governance*

- The Finance Team will support the budgeting process for next fiscal year by facilitating a hands-on class around budgets for ESUC groups. Tentative dates are 2/2 and 2/4. I drafted the invitation that will go out next week, and we are contemplating adding a webinar for group leaders to view ahead of the class.
- I provided assistance to the Bookkeeper and Membership Development Manager in creating the 2019 Contribution statements to members. The statements, used by members for tax purposes, is planned to go out by the end of January.

##### *BOT Goal 3: Develop an ESUC Safety Plan*

- Two additional cameras were added to the Education building, providing coverage of the front door of the Education building and west side of the campus from the stairs of the 2<sup>nd</sup> story of the Education building to the playground area.
- The electricians have fixed the issues of low voltage conduit to the newly installed poles in the lower parking lot. They still have to install the pull strings, then the cameras can be reinstalled for coverage of this area of the campus.
- Due to icy conditions leading to and on the campus, East Shore was closed for two days on 1/14 and 1/15.

*BOT Goal 4: Develop a Master Campus Plan*

- I met with LifeWire's Executive Director at her request. She expressed that their organization is still looking for property in Bellevue to serve as transitional housing for domestic abuse survivors.

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

- As part of the Board's internal work, I met separately with my two partners for the IDI discussions: Louise Wilkinson and Mike Radow.
- As Co-Facilitator of the UUA Pacific Western Region 2020 Leadership Experience Retreat, I retook the Intercultural Development Inventory (IDI) assessment. I scored a Perceived Orientation of 146.84 and a Developmental Orientation of 146.84; no gap. This score is beyond Adaptation on the Intercultural Development Continuum model to a space called "Integration." I am still researching what this means and how to continue my personal development. I attribute this increased score partly to taking the assessment during the holiday break and without the stress related to the Holly House contract negotiations I was dealing with last time. I also attribute this increased score to my learnings from Aisha, Rhonda, Manny, Louise and Pam. Thank you to each for the extra time you spend with me.

*Additional Finance Activities*

- I met with the Finance Team. We discussed the December draft end of month financial reports, the Bookkeeper's contract, the IRS Parking Lot Tax Repeal, political activism activity and UU resources, endowment distribution, and budgeting class.
- The month-end reports for November 2019 were emailed to the normal distribution list. Edits to the reports happened afterwards and are reflected in the December reports. I have included the November 2019 Summary Income Statement (see Appendix A) and the November Balance Sheet (see Appendix B), however will utilize the December reports for my financial analysis below.
- The month-end reports created for December 2019 have been emailed to the normal distribution list. For the Board's review, I have included the December 2019 Summary Income Statement (see Appendix C), and the December 2019 Balance Sheet (see Appendix D). The Dec 2019 Income Statements by Department are presented visually as part of the financial charts (see Appendix E), although for more transparency, some of the Departments have been broken down into categories.
  - According to the December 2019 reports, total income from donations was ~\$9k higher than the 18-year average of pledges for the month, and approximately ~\$8,700 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 which affects the 18-year average. Total income was ~\$10k higher than the 18-year average, approximately \$11,500 lower than the 5-year average, and on par with what was brought in last year during Dec. Our monthly expenses were ~\$36k higher than budgeted, ~\$62k higher than the 5-year average, and ~\$48k higher than what was spent last year at this time. The additional expenses are related to the lower parking lot repairs, the quarterly payment to the Right Relations consultant, and Holly House legal fees. East Shore ran a deficit for December of approximately \$34k. Nevertheless, ESUC holds a surplus of ~\$61k year to date, a runway of about 3 weeks. This is below what is typical for this time of year.

- Budget projections: I ran out budget projects for the rest of the fiscal year. With the current assumptions in the model, a \$52k deficit is expected assuming no further Holly House legal fees incurred. The two major expenses creating the deficit are the lower parking lot repairs and the Holly House legal fees.
  - As a reminder, our insurance provider only paid us ~\$15k for the repairs to the lower parking lot. The actual cost for repairs is estimated to be ~\$30k. Once the work is completed, East Shore can submit the claim to Church Mutual for the difference, however we are floating the cost difference during the interim. The assumption of reimbursement for the difference is not included in the budget projection model.
  - As of the end of December 2019, the Board has spent \$41,001.50 on legal fees for the sale of the Holly House property during the current fiscal year. This amount was not included in the budget for the current fiscal year. There is a pending bill from the law firm for \$4,828.27. The Board has \$41,809.08 in its General Reserve account.
- Auction: The Auction fundraiser held in November netted \$36,026 for the Operating Fund. It was budgeted to net \$40,750. It did produce \$1,720 in Youth Tips, and \$14,445 for Fund-A-Need.
- Minister's Discretionary Account: The holiday solicitation for the Minister's Discretionary account raised \$4,085.
- I attended the Special Board Executive Session meeting on December 26, 2019.
- I attended the Holly House Sales Task Force meeting on January 9, 2020 to discuss and plan execution of the request assigned by the Board during December.
- I have been communicating frequently with the Holly House Sales Task Force and the attorneys regarding the Holly House property. Due to the sensitive nature of the current state of affairs, I will provide a verbal update to the Board during the January meeting.
- I have now fully executed the 2<sup>nd</sup> Amendment to the Lease Agreement with The Sophia Way to extend rental of the Holly House on a month-to-month basis.
- I requested from the Chair of the Endowment Subcommittee the next quarterly distribution as previously approved by the Financial Stewardship Committee and Board in alignment with the congregational approved budget for the current fiscal year. The request was forwarded to the Financial Advisors of the fund, and execution is anticipated by the Board meeting.
- I sent an initial email to the Budget Team to begin our process per Policy 2.10 in creating a budget for fiscal year 2020-21. The first meeting of the Team is planned for 1/28.
- I spoke with Ray Valpe, Member of Salt Water Unitarian Church, at least three times to answer questions about property tax issues. I provided the reference documents we utilize in making

decisions at ESUC. I provided these same documents to Rev. Tandi Rogers from the UUA PWR Staff, who put out a call asking for assistance with such issues for congregations in WA.

#### *Additional HR Activities*

- I attended the Staff Holiday party in December. Good food and good cheer were shared.
- My back injury has improved, however not completely resolved. The doctor recommended continued physical therapy and restricted light duty for another month.

#### *Additional Facilities Activities*

- The Eagle Scout project with Nick Langrock has continued to make progress. The base of the boxes are now complete. The sides will be built up a little higher and benches added, then filled with dirt/compost.
- The Music Director continues to make improvements to the South Room aesthetics within a budget set by the Facilities Manager, and utilizing furniture already existing on our campus.
- During December, the HVAC system in the Administration building ceased to function. Repairs were completed in a timely matter.
- During December and continuing into January, the fire alarm system was beeping and giving an error code related to a sensor in the Education building. Cosco Fire came out multiple times to diagnose and fix the issue. It is believed that a conduit in the vault in the island has a leak, causing a short. Finally, a bypass was installed to stop the beeping until the ground dries out and a permanent repair can be completed.
- The fire hood inspection and maintenance were completed and submitted to Bellevue Fire Department.
- Our quarterly pest control was completed.

#### **Discussion Agenda**

None at this time

Respectfully Submitted,

Jason Puracal

Executive Director

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

### Children and Youth

The 5th-6th grade Our Whole Lives class completed in December. Felice Nightengale will lead the 5th-8th grade age group in a life skills program for the rest of the year. The 1st-2nd grade OWL program started on January 5th and has 10 children registered. The high school OWL class has been postponed and will not be offered in the winter due to low enrollment. (we had a large OWL class the last time this was offered 14 youth registered)

Emma Strombom completed her short-term employment as Sunday staff support person. She had let us know that she was only available until January. We are still looking for a Sunday staff support person.

The Sunday morning programs are vibrant, and we have a range of ages attending each Sunday. Unexpectedly, the 10am Lego ministry has been successful and quite popular. We will continue offering this program as it is building community among the children.

Transition

I announced my departure first to the Board then to the general membership in December. The response from people who have reached out to me has been positive and kind. I've had people email who haven't been to East Shore in a while and offer gratitude for my service. I have been asked what will happen next and I have been clear this is a decision of the Board and Steve.

Amanda Uluhan is due back in her role on January 19th. I am very much looking forward to her return!

(This month's report is short due to the holiday break.)

Respectfully submitted,

Aisha Hauser

## Liaison Reports

### Policy & Governance Committee – Ann Fletcher

#### Consent Agenda Items:

1. Approval of charters for Right Relations Committee and Seabeck Team (See Appendix and #1 below)
2. Approval to new Safety Policy 2.21 and to revised Goals Action Plan Policy 4.5 (1) (See Appendix and #2 below)

1. **CHARTER APPROVALS.** Policy and Governance Committee met on January 10 and noted that all but Endowment Sub Committee and Archives Charters had been submitted. See **Charter Tracking** Appendix. The charters listed above are being submitted in the December Board Meeting consent agenda and can be found in the appendices.

2. **RECOMMENDATION FOR APPROVAL OF NEW SAFETY POLICY 2.21 AND REVISED GOALS ACTION PLAN POLICY 4.5(1).** **These policies can be found in the Appendices. Comments from members are summarized in the appendix** with a response about each one from me to the Board. The input was generally positive. None opposed the gist of the new policies as written. Most of the suggestions related to the current policy language used as context, rather than proposed changes. Other comments suggested a more specific word where we recommend a more general word to cover a growing field (technology), inclusion of how SLT would treat themselves, and some points they thought could be added to strengthen the goals action plan policy. P&G has responded to each member and let them know we will review the comments with future revisions in mind. Nothing in the comments changes the P&G recommendation to approve the basic policies now. Further Board direction as to future revisions for these two policies based on the feedback is welcome.

3. **BOARD DISCUSSION of POLICY AND GOVERNANCE ONCE A MONTH.** Our committee thanks the board for their attention to the church size and task priorities passed out at the last meeting. East Shore appears to be doing what is needed regarding Policy Based Governance at this point, and we can continue to monitor this as we look to the future. We also appreciate your review of the article and

graphic about Policy Based Governance that appeared in the Beacon and the ideas you suggested for different ways we might help the Board meet the annual goal of increasing congregation understanding of Policy Based Governance. P&G is considering the possibilities and will present a recommendation to the Board in February.

Starting in February, P&G will share a policy that relates to one or more items on the Board agenda. If it seems productive, we will do that for other meetings.

5. **BEACON ARTICLES.** P&G plans to submit another Beacon article in the spring that relates to specific situations at the church so members can see concrete examples of how the policies are useful.

6. **NEED FOR P&G MEMBERS.** We have found an interested member who will attend one of our upcoming meetings. We hope it will be a good match for all! Please refer any others you think might be a good candidate or who has indicated an interest so we can talk further with them.

### **Personnel Committee – Jerry Bushnell**

The personnel committee did not meet in December.

As board secretary, I am proposing the following for the consent agenda. This was decided at the executive committee meeting 1/7/2020.

“The fall event previously known as the church salmon bake will now be known as the Autumn Ingathering. The event will be a potluck.”

## **APPENDICES**

# Appendix A: November 2019 Summary Income Statement

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

Date : 01/06/2020  
Time : 2:54:36 PM

Accounts	MTD Actual (This Year)	MTD Budget (This Year)	MTD Budget Remaining (This Year)	YTD Actual (This Year)	YTD Budget (This Year)	YTD Budget Remaining (This Year)	Annual Budget (This Year)	% of Annual Budget Used (This Year)
<b>Revenues</b>								
Income - Donations	50,954	52,750	1,796	304,512	263,750	(40,762)	633,000	48.11 %
Income - Program Fee Pmts	399	667	3,333	6,831	3,333	(3,498)	8,000	85.39 %
Income - Fundraising Event Pmt	35,212	4,062	(31,149)	38,200	20,312	(17,887)	48,750	78.36 %
Income - Facilities Rental Pmt	14,887	17,915	3,028	103,859	89,576	(14,282)	214,983	48.31 %
Income - Dept Activities Pmts	2,441	8,413	5,972	31,524	42,067	(10,543)	100,960	31.22 %
Income - Other	270	24,314	24,044	125,833	121,571	(4,262)	291,771	43.13 %
<b>Total Revenues</b>	<b>104,163</b>	<b>108,122</b>	<b>3,959</b>	<b>610,758</b>	<b>540,610</b>	<b>(70,148)</b>	<b>1,297,464</b>	<b>47.07 %</b>
<b>Expenses</b>								
<b>Payroll Expenses</b>								
Wages	44,540	53,877	9,337	269,845	269,386	(459)	646,526	41.74 %
Payroll Taxes	3,893	4,008	115	19,052	20,041	989	48,098	39.61 %
Payroll Benefits	10,122	9,654	(468)	44,929	48,268	3,339	115,842	38.78 %
<b>Total Payroll Expenses</b>	<b>58,555</b>	<b>67,539</b>	<b>8,984</b>	<b>333,826</b>	<b>337,694</b>	<b>3,868</b>	<b>810,466</b>	<b>41.19 %</b>
<b>Program Expenses</b>								
Administrative Expenses	4,511	9,838	5,328	33,125	49,192	16,067	118,061	28.06 %
Facilities Expense	2,966	9,580	6,614	26,003	47,902	21,899	114,965	22.62 %
Business Expense	17,427	7,719	(9,708)	59,107	36,597	(22,510)	92,633	63.81 %
Office Expense	5,350	2,332	(3,017)	13,738	11,662	(2,076)	27,989	49.08 %
Fundraising Expense	1,295	938	(357)	1,958	4,688	2,729	11,250	17.41 %
Advertising & Marketing	0	705	705	61	3,523	3,462	8,455	0.73 %
Interest & Loan Expense	9,470	9,470	0	47,352	47,352	0	113,645	41.67 %
<b>Total Administrative Expenses</b>	<b>36,508</b>	<b>30,745</b>	<b>(5,763)</b>	<b>148,220</b>	<b>153,724</b>	<b>5,504</b>	<b>368,937</b>	<b>40.17 %</b>
<b>Total Expenses</b>	<b>99,573</b>	<b>108,122</b>	<b>8,549</b>	<b>515,171</b>	<b>540,610</b>	<b>25,439</b>	<b>1,297,464</b>	<b>39.71 %</b>
<b>Net Total</b>	<b>4,589</b>	<b>0</b>	<b>(4,590)</b>	<b>95,587</b>	<b>0</b>	<b>(95,587)</b>	<b>0</b>	<b>0.00 %</b>
<b>Other Revenues</b>								
Designated Revenues	25,504	0	(25,504)	172,938	0	(172,938)	0	0.00 %
Restricted Revenues	13,825	0	(13,825)	13,825	0	(13,825)	0	0.00 %
Revolving Revenues	0	0	0	0	0	0	0	0.00 %
<b>Total Other Revenues</b>	<b>39,329</b>	<b>0</b>	<b>(39,329)</b>	<b>186,763</b>	<b>0</b>	<b>(186,763)</b>	<b>0</b>	<b>0.00 %</b>
<b>Other Expenses</b>								
Designated Expenses	11	0	(11)	127,873	0	(127,873)	0	0.00 %
Restricted Expenses	2,076	0	(2,076)	7,667	0	(7,667)	0	0.00 %
Revolving Expenses	0	0	0	11,933	0	(11,933)	0	0.00 %
<b>Total Other Expenses</b>	<b>2,087</b>	<b>0</b>	<b>(2,087)</b>	<b>147,473</b>	<b>0</b>	<b>(147,473)</b>	<b>0</b>	<b>0.00 %</b>
<b>Net Operating Total</b>	<b>41,832</b>	<b>0</b>	<b>(41,832)</b>	<b>134,877</b>	<b>0</b>	<b>(134,878)</b>	<b>0</b>	<b>0.00 %</b>

## Appendix B: November 2019 Balance Sheet

Date : 01/06/2020  
Time : 2:50:55 PM

East Shore Unitarian Church  
Balance Sheet  
November 2019

Page : 1

Accounts

Assets		
<b>Current Assets</b>		
<b>Cash &amp; Investments</b>		
1-1000 - Petty Cash	\$200.00	
1-1010 - Checking - Chase	\$140,829.60	
1-1030 - Brokerage - Schwab	(\$10,995.40)	
2-1010 - Checking - Chase	\$15,207.69	
3-1010 - Checking - Chase	\$65,136.20	
3-1040 - Endowment Money Funds - Schwab	\$11,935.86	
3-1070 - Endowment Investments - Schwab	\$1,291,065.01	
4-1010 - Checking - Chase	\$19,782.38	
<b>Total Cash &amp; Investments</b>	<b>\$1,533,161.34</b>	
<b>Other Assets</b>		
1-1100 - Accounts Receivable	\$312.00	
1-1110 - Deposits	\$1,750.00	
<b>Total Other Assets</b>	<b>\$2,062.00</b>	
<b>Total Current Assets</b>		<b>\$1,535,223.34</b>
<b>Contra Assets</b>		
1-1600 - Building Loan Contra Account	\$687,165.27	
<b>Total Contra Assets</b>		<b>\$687,165.27</b>
<b>Total Assets</b>		<b>\$2,222,388.61</b>
<b>Liabilities, Fund Balance, &amp; Restricted Funds</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
1-2010 - Second Sunday Collection Payable	\$1,511.40	
1-2020 - Other Collections Payable	\$175.00	
1-2110 - Wage Accruals Payable	\$23,681.34	
1-2160 - Other Payroll Deductions Payable	\$404.95	
1-2170 - 401(K) & Pension Payable	\$14,849.28	
1-2500 - Building Loan - Current	\$76,200.00	
<b>Total Current Liabilities</b>		<b>\$116,821.97</b>
<b>Long Term Liabilities</b>		
1-2700 - Damage Deposits - LT Rentals	\$4,500.00	
1-2750 - Building Loan - Long Term	\$610,965.27	
<b>Total Long Term Liabilities</b>		<b>\$615,465.27</b>
<b>Transfers In/Out</b>		
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	
<b>Total Transfers In/Out</b>		<b>\$0.00</b>
<b>Total Liabilities</b>		<b>\$732,287.24</b>
<b>Fund Balance</b>		
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: December 2019 Financial Charts

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

Date : 01/16/2020  
Time : 6:47:18 PM

Accounts	MTD Actual (This Year)	MTD Budget (This Year)	MTD Budget Remaining (This Year)	YTD Actual (This Year)	YTD Budget (This Year)	YTD Budget Remaining (This Year)	Annual Budget (This Year)	% of Annual Budget Used (This Year)
<b>Revenues</b>								
Income - Donations	90,092	52,750	(37,342)	394,604	316,500	(78,104)	633,000	62.34 %
Income - Program Fee Pmts	426	667	241	7,257	4,000	(3,257)	8,000	90.71 %
Income - Fundraising Event Pmt	720	4,062	3,342	38,920	24,375	(14,545)	48,750	79.84 %
Income - Facilities Rental Pmt	14,903	17,915	3,013	118,761	107,482	(11,270)	214,983	55.24 %
Income - Depr Activities Pmts	3,014	8,413	5,399	34,538	50,480	15,942	100,960	34.21 %
Income - Other	591	24,314	23,723	126,424	145,885	19,461	291,771	43.33 %
<b>Total Revenues</b>	<b>109,745</b>	<b>108,122</b>	<b>(1,623)</b>	<b>720,503</b>	<b>648,732</b>	<b>(71,771)</b>	<b>1,297,464</b>	<b>55.53 %</b>
<b>Expenses</b>								
<b>Payroll Expenses</b>								
Wages	55,378	53,877	(1,501)	325,224	323,263	(1,961)	646,526	50.30 %
Payroll Taxes	3,509	4,008	500	22,561	24,049	1,488	48,098	46.91 %
Payroll Benefits	12,365	9,654	(2,711)	57,294	57,921	627	115,842	49.46 %
<b>Total Payroll Expenses</b>	<b>71,252</b>	<b>67,539</b>	<b>(3,713)</b>	<b>405,078</b>	<b>405,233</b>	<b>155</b>	<b>810,466</b>	<b>49.98 %</b>
<b>Program Expenses</b>								
Administrative Expenses	2,110	9,838	7,728	35,236	59,031	23,795	118,061	29.85 %
Facilities Expense	31,670	9,580	(22,089)	57,673	57,482	(190)	114,965	50.17 %
Business Expense	23,799	7,719	(16,079)	82,906	46,317	(36,589)	92,633	89.50 %
Office Expense	3,571	2,332	(1,238)	17,309	13,995	(3,314)	27,989	61.84 %
Fundraising Expense	2,141	938	(1,204)	4,100	5,625	1,525	11,250	36.44 %
Advertising & Marketing	0	705	705	61	4,228	4,166	8,455	0.73 %
Interest & Loan Expense	9,470	9,470	0	56,823	56,823	0	113,645	50.00 %
<b>Total Administrative Expenses</b>	<b>70,651</b>	<b>30,745</b>	<b>(39,906)</b>	<b>218,871</b>	<b>184,489</b>	<b>(34,402)</b>	<b>368,937</b>	<b>59.32 %</b>
<b>Total Expenses</b>	<b>144,014</b>	<b>108,122</b>	<b>(35,892)</b>	<b>659,184</b>	<b>648,732</b>	<b>(10,452)</b>	<b>1,297,464</b>	<b>50.81 %</b>
<b>Net Total</b>	<b>(34,268)</b>	<b>0</b>	<b>34,268</b>	<b>61,319</b>	<b>0</b>	<b>(61,319)</b>	<b>0</b>	<b>0.00 %</b>
<b>Other Revenues</b>								
Designated Revenues	32,951	0	(32,951)	205,889	0	(205,889)	0	0.00 %
Restricted Revenues	50	0	(50)	13,875	0	(13,875)	0	0.00 %
Revolving Revenues	0	0	0	0	0	0	0	0.00 %
<b>Total Other Revenues</b>	<b>33,001</b>	<b>0</b>	<b>(33,001)</b>	<b>219,764</b>	<b>0</b>	<b>(219,764)</b>	<b>0</b>	<b>0.00 %</b>
<b>Other Expenses</b>								
Designated Expenses	0	0	0	127,873	0	(127,873)	0	0.00 %
Restricted Expenses	0	0	0	7,667	0	(7,667)	0	0.00 %
Revolving Expenses	0	0	0	11,933	0	(11,933)	0	0.00 %
<b>Total Other Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>147,473</b>	<b>0</b>	<b>(147,473)</b>	<b>0</b>	<b>0.00 %</b>
<b>Net Operating Total</b>	<b>(1,267)</b>	<b>0</b>	<b>1,267</b>	<b>133,610</b>	<b>0</b>	<b>(133,611)</b>	<b>0</b>	<b>0.00 %</b>

## Appendix D: December 2019 Balance Sheet

Date : 01/16/2020  
Time : 6:36:13 PM

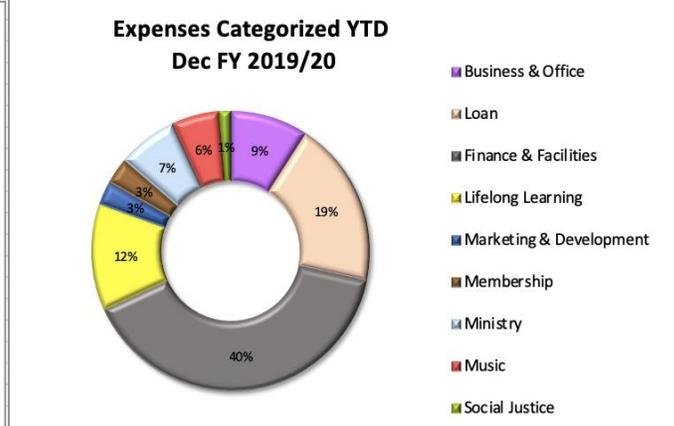
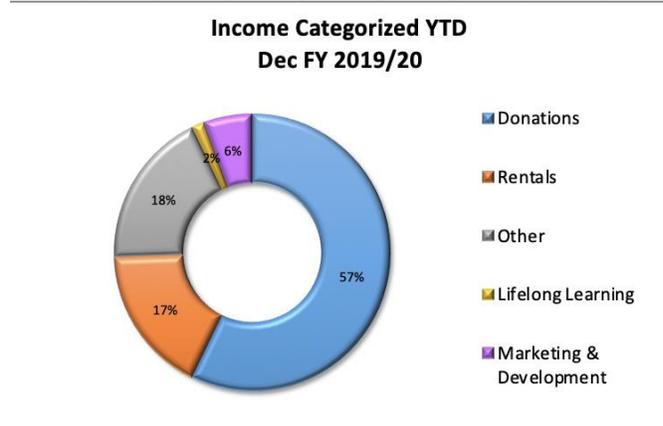
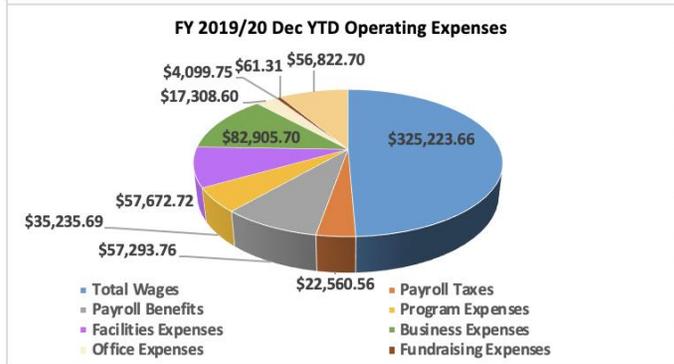
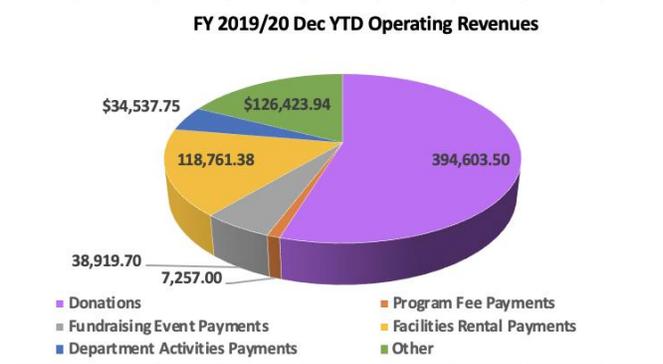
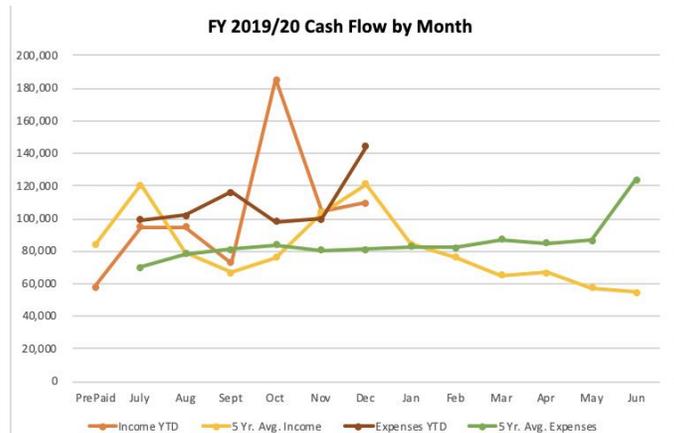
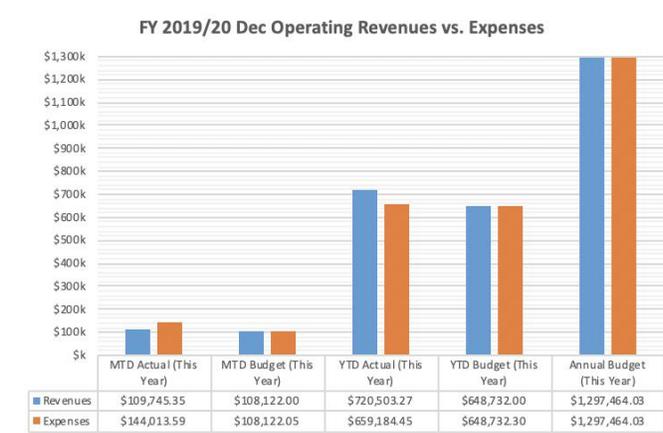
East Shore Unitarian Church  
Balance Sheet  
December 2019

Page : 1

Accounts

Assets		
<b>Current Assets</b>		
<b>Cash &amp; Investments</b>		
1-1000 - Petty Cash	\$200.00	
1-1010 - Checking - Chase	\$90,546.47	
1-1030 - Brokerage - Schwab	(\$10,992.50)	
2-1010 - Checking - Chase	\$15,207.69	
3-1010 - Checking - Chase	\$65,286.20	
3-1040 - Endowment Money Funds - Schwab	\$20,604.99	
3-1070 - Endowment Investments - Schwab	\$1,315,196.95	
4-1010 - Checking - Chase	\$19,832.38	
<b>Total Cash &amp; Investments</b>	<b>\$1,515,882.18</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>\$1,517,632.18</b>
<b>Contra Assets</b>		
1-1600 - Building Loan Contra Account	\$680,088.82	
<b>Total Contra Assets</b>		<b>\$680,088.82</b>
<b>Total Assets</b>		<b>\$2,197,721.00</b>
<b>Liabilities, Fund Balance, &amp; Restricted Funds</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
1-2000 - Accounts Payable	(\$14,849.28)	
1-2010 - Second Sunday Collection Payable	\$1,511.40	
1-2020 - Other Collections Payable	\$175.00	
1-2110 - Wage Accruals Payable	\$23,780.96	
1-2160 - Other Payroll Deductions Payable	(\$1,169.38)	
1-2170 - 401(K) & Pension Payable	\$14,849.28	
1-2500 - Building Loan - Current	\$76,200.00	
<b>Total Current Liabilities</b>		<b>\$100,497.98</b>
<b>Long Term Liabilities</b>		
1-2700 - Damage Deposits - LT Rentals	\$4,500.00	
1-2750 - Building Loan - Long Term	\$603,888.82	
<b>Total Long Term Liabilities</b>		<b>\$608,388.82</b>
<b>Transfers In/Out</b>		
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	
<b>Total Transfers In/Out</b>		<b>\$0.00</b>
<b>Total Liabilities</b>		<b>\$708,886.80</b>
<b>Fund Balance</b>		
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 E: December 2019 Finance Charts



## Appendix F: ESUC Board of Trustees Draft Minutes – December 17, 2019

# ESUC Board of Trustees

## Draft Minutes

December 17, 2019

7:00 – 7:15	15	Check-In/ Appoint timekeeper
7:15 – 7:20	5	Consent Agenda – Minutes, Policies. Decision
7:20 – 7:25	5	Nominating Committee Martin information
7:25 – 7:35	10	MFD Game Plan Decision all
7:35 – 7:45	10	Policy and Governance Ann information
7:45 – 7:55	10	HH Debrief – Past and Future process
7:55 – 8:45	50	Pam Orbach

**BOT members present** Maury Edwards, Evelyn Smith, Geoff Soleck, Mike Radow, Jerry Bushnell

**Staff members present:** Jason Puracal, Aisha Hauser, Rev. Steve Furrer

**Attending Electronically:** Clare Sherley

**Absent:** Dennis Fleck, Marcy Langrock, Paul Buehrens, Mark Norelius

**Guests:** Jack Slowriver, Louise Wilkinson, Ann Fletcher, Pam Orbach, Martin Cox, Carrie Bowman

**Timekeeper:** Maury Edwards

### Consent Agenda:

- Approve November 2019 Board Meeting minutes
- Approval of charters for Holly House Sale Task Force (See Appendix and #1 below)
- First Reading Approval to new Safety Policy 2.21 and to revised Goals Action Plan Policy 4.5 (1) (See Appendix and #2 below)
- Approve DLL Job Description

**Items Removed from the consent agenda:**

**None**

**Motion: Geoff Soleck moved, and Maury Edwards seconded that we approve the consent agenda.  
Motion approved 6 for, none against**

**Nominating Committee: Martin Cox:**

Martin showed a chart with the positions that the committee must fill. Currently we have one opening on the nominating committee. For the congregational meeting in June, we will need to find candidates for VP, secretary, two trustees, and two nominating committee members. The committee is working on relational meetings to develop candidates, this takes longer time. The current committee members are Martin Cox, Jeanne Lamont, Janis Pock, Katie Edwards

**MFD Game Plan Decision: all**

Nicole Duff, Membership, presented the following plan for an MFD:

**Staff Led Mission Fund Drive – PROPOSED**

What we need:

- A “face” – either a board member or someone popular in the congregation
- Support in our decisions

What we will do:

- Write letter & take care of mailing
- Organize testimonials
- Host Large Donor Event & Cottage Meetings
- Organize “Celebrate ESUC” Bruch using a caterer

Timeline

- February 2-23: Testimonials in each service
- February 28/29: Large Donor Event OFFSITE
  - Includes \$10,000+ donors & Executive Committee
- March 1: Pledge cards distributed; Steve includes a segment on giving during worship
- March 1-29: Cottage Meetings & Pledge cards come in
- March 29: Celebrate ESUC brunch and the end of the drive
- March 30-April 1: Nicole finalizes her spreadsheets and passes on to the Mop Up Team

What we will NOT Do

- A door to door canvass
- Mop up calls. Starting April 1, we pass on the list of those who have not pledged and will not organize or help with Mop Up
  - Work with bookkeeper for follow up questions regarding whether or not someone has pledged

- Mop Ups WILL end by July 1. When we continue to call people MONTHS after, evidence reveals they are less likely to do it. This also helps differentiate drives.

#### Requests

- If you pass this to staff, please no micromanaging! We will put reports in for every board report
- We request the board consider timing and language used for ANY Holly House discussions between February 1 and March 31. It's a sensitive topic and could affect the drive.

**Discussion:** It was noted that this plan will only be successful if board members and congregants don't second guess or try to micromanage the fund drive. Nicole will need assistance from the board and congregation. Mike requested volunteers to contact absent board members to make sure that they understand this. Mike will contact Dennis, Steve will contact Paul, Clare will contact Marcy and Jerry will contact Mark.

#### **Motion:**

**Jerry Bushnell moved, and Evelyn Smith seconded that the board accept the plan for the mission fund drive and that the mission fund drive will be a core team.**

Motion passed - 6 for, none against

#### **Policy and Governance information: Ann Fletcher**

Ann discussed a chart of church size and characteristics. We are currently a smaller church than when policy-based governance was initiated here. A church our current size is expected to be still working towards policy-based governance. The policy and governance committee is working on communication to the congregation. Ann shared a draft of a beacon article about policy-based governance. The article is geared toward members. They are planning an educational session about policy-based governance, not a power point lecture but an interactive meeting. Martin recommended using the Hotchkiss book, perhaps as book club reading. Geoff recommends videotaping the sessions for people to look at on-line. Aisha recommends short fun videos about policy-based governance.

#### **HH Debrief – Past and Future process: All**

The board used a circle format to develop and share our thoughts and ideas about how we can closely examine the process and learn from it. The following are some of the points that were made.

- We should do the work with the board itself first
- The board should examine the process of decisions that were made, and what impact the decisions had. There is much to learn from this.
- Many assumptions and automatic decisions came out of a culture that we have not looked at yet.
- How did culture show up with the decisions made and their impact?
- Remember that the previous board stated to the congregation that we would not be doing business as usual
- We should focus on Jason's presentation to the previous board
- Jason's presentation is only a part of what we need to examine
- Some people pulled back after the Holly House vote, we should hear from them.
- Board members who were part of the process should be involved
- We should focus on the board before getting other congregational input

- We should look at what we have learned and are putting into place
- We can put things explicitly into charters
- Not all business as usual is bad, but we should look at business as usual.
- We should do this together.
- An important step is to really look at the letter read to the congregation at the congregational meeting.
- We need to be honest with one another, and not ignore each other
- This process will take more time than just short sessions on board meeting agendas
- We should tie this into the developmental ministry
- Is there an appetite to do this?
- We should think carefully about the reasons the HH sale failed is an important task for the Board
- We must communicate regularly with our neighbors about our plans and their needs and concerns
- As a spiritual community it is appropriate to consider and discuss the housing needs of the greater community when we make choices about what to do with the HH property.

**Debrief from Pam Orbach:**

Pam was able to help us with the discussion above. The board meeting ran over time and she did not have the planned 50 minutes to help the board.

Meeting adjourned at approximately 9 PM.

Respectfully submitted,  
Jerry Bushnell  
Board Secretary

## Appendix G: Seabeck Charter

### 2019-20 CHARTER

#### Section A: Name

1. What is the name of your group?
  - Seabeck Memorial Day Weekend Retreat

#### Section B: Purpose

1. What is the purpose of your group?
  - To provide a fun weekend retreat for members and friends of East Shore and University Unitarian Churches.
  - To build a community between the two churches
2. How is your work related to one or more of our Unitarian Universalist Seven Principles?

1st Principle: The inherent worth and dignity of every person; (everyone is welcome!)

2nd Principle: Justice, equity and compassion in human relations; (we offer conversations and workshop about social justice and other topics, particularly for the LGBTQ community)

3rd Principle: Acceptance of one another and encouragement to spiritual growth in our congregations; we offer a worship service and opportunities for conversation)

4th Principle: A free and responsible search for truth and meaning; (we offer many different classes and workshops where people can learn from one another)

5th Principle: The right of conscience and the use of the democratic process within our congregations and in society at large; (We decide things collaboratively and run the weekend cooperatively)

6th Principle: The goal of world community with peace, liberty, and justice for all; (We focus on related topics through the weekend and follow a collaborative and inclusive process).

7th Principle: Respect for the interdependent web of all existence of which we are a part. (we offer nature walks, astronomy groups, and other conversations)

3. How does your group connect with East Shore's Mission and/or Vision? The full Vision based on the Mission can be found at [www.esuc.org](http://www.esuc.org) under Governance and Bylaws. East Shore's Mission is: We practice love, explore spirituality, build community and promote justice.

- Practice Love: We share and care for one another during this retreat.
- Explore Spirituality: We offer worship opportunities and classes on all topics.
- Build Community: This is a retreat that builds community within East Shore and with UUC.
- Promote Justice: We offer social justice related workshops

4. To intentionally live our mission in our daily teamwork, a set of Right Relations guidelines is recommended for all Committees and Teams. The Right Relations Committee will assist you as needed. Please indicate your team's status with Right Relations guidelines below:

- We will use guidelines we have already developed
- We have or will adopt the all church Right Relations Guidelines
- We would like assistance from the Right Relations Committee to develop our guidelines.

We will adopt the all church Right Relations Guidelines at our organizational meetings in the Spring.

5. What relationship does your group have, if any, to the 2019/20 Goals below adopted by the Board in August 2019?

- Increase net membership and pledging units according to the 10 year plan
- Educate congregants about ESUC and about policy governance
- Develop an ESUC Safety Plan
- Develop a Master Campus Plan (This includes making East Shore a hub of earth and social justice action.)
- Continue to work on moving our congregation to becoming anti-racist

Grows and Enriches membership by providing a great opportunity for members to get out of the church and get to know one another and other UUs from UUC.

6. What are your group's specific goals for the next year? What impact do you expect from your efforts? If an activity is listed, what result do you expect from it? How will you evaluate the impact of your efforts in your annual report at the end of this church year—next summer?

- Complete a weekend retreat with enough attendance to cover expenses for that year. Measured by final budget numbers.
- Be able to give opportunities to all members through camperships and scholarships. Measured by number given.
- The impact will be those who attend will grow spiritually, build community, and make memories having fun with one another.

### Section C: Group Structure, Leadership & Decision-Making

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

- Core Team working with the Membership Development Manager.

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

- Programming of the weekend.
- Camperships/Scholarships
- Pricing of rooms (based on our costs)

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

N/A

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

- Minimum for planning team is 5, with maximum at 15 for the planning team.
- We currently have 8 members. Beth Wilson (Dean), Jeanne Lamont, Barbara Stevenson, Kati Stanford, Susan St. John (from UUC), Ellie Norheim (from UUC), Gabrielle Nonast, Jen Sill (from UUC). The team is still developing as of 1/2020 and may or may not have all these members or new members.

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

- The Dean (also the chair) organizes the event and sets the programming. They are also responsible for deciding the budget and the camperships/scholarships.
- The Registrar takes care of registration and financials.
- We have several other key roles including Volunteer Coordinator (organizes volunteer positions for the weekend) and the Children's Program Coordinator (organizes programs for the children and youth).

6. How are leaders determined, and what are their term limits? All Core, Ministry, and Board Committee leaders must have term limits.

- Chair is determined by who volunteers and agreed by consensus by others in the room. Term limit is 3 years.
- Registrar is the Facilities Manager at ESUC due to access to registration software.
- Other roles are agreed upon by the team.

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

- Membership at either ESUC or UUC.
- Willingness to participate
- Dean must attend Seabeck weekend

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

- We find regular campers who are willing to take on a role. This can be from either ESUC or UUC.

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

- No term limits for the team members.

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

- Collaborative decision, ideally consensus but will use majority vote if not in full agreement. The chair has the authority to make some decisions on their own and will decide tie breakers. Email vote is allowed.

11. How are records kept and passed on for your group?

- We maintain records on a Google Drive acct managed by the chair.
- Financial records are kept by the Facilities Manager at ESUC.

12. How does your group communicate and collaborate with other groups and with the larger East Shore community?

- Dean works with the Membership Development Manager to understand any specific needs.
- Reach out to the congregation through articles on esuc.org, Facebook, The Beacon, eblasts, OOS, verbal announcements, and posters.

13. Who is authorized to approve communications, publicized by Staff, including the annual report requested at the end of the church year? Who is the designated back-up person?

- The Dean or Membership Development Manager
- If a communications person is selected, they would be the primary

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

- No

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

- Ongoing. The weekend has been occurring for more than 50 years, we expect to keep going for the foreseeable future:-)

#### Section D: Finances

1. If your group will have any income and/or expenses, you must submit a line item budget to staff during the annual budget process. Staff will notify you about the timeline for your input. Will your group present a budget proposal to the Budget Team next year?

- Yes

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

- TBD, there has been discussion this year for a fundraiser specifically for scholarships

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

- TBD, there has been discussion this year for a fundraiser specifically for scholarships

4. Who is authorized to approve team expenses? Who is the designated back up person?

- Dean and Membership Development Manager

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

- Yes, \$5,000

6. Our group understands that if our group becomes inactive, all funds associated with the group become part of the Operating Fund, to be used for its general purposes. In addition, at the end of each church year (June 30) all unexpended funds a team has in the operating budget (not in a reserve or restricted fund) will revert to the Operating Fund, to be used for its general purposes.

## Appendix H: Right Relations Committee Charter

### 2019-20 CHARTER

#### Section A: Name

1. What is the name of your group?

Right Relations Committee (RRC)

#### Section B: Purpose

1. What is the purpose of your group?

- > Explore and implement approaches to embed Right Relations ideals and practices within a restorative framework into East Shore Unitarian Church (ESUC).

- > Introduce, maintain and practice right relations skills within ESUC to build a loving, trusting and healthy congregation. This will be done using national UUA Right Relations guidelines, local church models and principles of nonviolent communication and restorative practice.

- > Oversee the Right Relations Facilitation Team to include training and recruitment of new members as needed, and other responsibilities that arise.

- > Serve as a resource to the Board on matters of right relations.

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

1st Principle: The inherent worth and dignity of every person;

2nd Principle: Justice, equity and compassion in human relations;

3rd Principle: Acceptance of one another and encouragement to spiritual growth in our congregations;

4th Principle: A free and responsible search for truth and meaning;

5th Principle: The right of conscience and the use of the democratic process within our congregations and in society at large;

6th Principle: The goal of world community with peace, liberty, and justice for all;

7th Principle: Respect for the interdependent web of all existence of which we are a part.

Our work is related to all Seven Principles. However, the first three are most related as follows. The inherent worth and dignity of every person will be enhanced by those using and those impacted by right relations. Justice, equity and compassion in human relations will be enhanced by right relations. Right relations promote the acceptance of one another and encouragement of spiritual growth in our congregation.

3. How does your group connect with East Shore's Mission and/or Vision? The full Vision based on the Mission can be found at [www.esuc.org](http://www.esuc.org) under Governance and Bylaws. East Shore's Mission is: We practice love, explore spirituality, build community and promote justice.

> The RRC is responsible for helping individuals and groups to develop the awareness, intent and skills necessary to practice love, explore spirituality, build trust and therefore community, and promote justice within our beloved community.

> The RRC also adheres to East Shore's Covenant of Right Relations and promotes trust and justice by ensuring that all voices are heard, and all dimensions of diversity are represented at all levels in the "work" (truly living the mission, the vision, and our UU principles) of the church.

4. To intentionally live our mission in our daily team work, a set of Right Relations guidelines is recommended for all Committees and Teams. The Right Relations Committee will assist you as needed. Please indicate your team's status with Right Relations guidelines below:

> The RRC has developed Right Relations Guidelines to assist in its work.

> The RRC maintains a "menu" of Right Relations Guidelines for use by all other groups, as they see fit, in creating Right Relations Guidelines germane to their mission and work.

> The RRC will assist groups in developing guidelines as requested.

5. What relationship does your group have, if any, to the 2019/20 Goals below adopted by the Board in August 2019?

- Increase net membership and pledging units according to the 10 year plan
- Educate congregants about ESUC and about policy governance
- Develop an ESUC Safety Plan
- Develop a Master Campus Plan (This includes making East Shore a hub of earth and social justice action.)
- Continue to work on moving our congregation to becoming anti-racist

The RRC's overall goal is to assist the membership, friends, and staff of East Shore in embedding principles and practices of right relationship, restorative justice practices and nonviolent communication within the fabric of our

congregation. This overall goal relates most directly, but is not limited to, the 2019-2020 Board Goals as follows:

- Increase net membership and pledging units according to the 10-year plan.

We will inspire a healthier culture at East Shore which, in turn, will attract people and grow membership. We will work with Lifelong Learning to provide opportunities for our community (both within our congregation and our surrounding community) to provide opportunities to explore our mission and vision as it relates to Right Relations. This should encourage outsiders to join our church community and provide motivation of current members to bring in new members.

- Continue to work on moving our congregation to becoming anti-racist.

By nurturing an intentional culture and building a community in which all voices are consciously heard, and all people feel seen, welcome, and encouraged to participate in leadership, we hope to help make measurable progress in moving our congregation to becoming anti-racist.

6. What are your group's specific goals for the next year? What impact do you expect from your efforts? If an activity is listed, what result do you expect from it? How will you evaluate the impact of your efforts in your annual report at the end of this church year—next summer?

> Further the work of, and provide support for, the Right Relations Facilitation Team to coach individuals experiencing interpersonal conflicts and support difficult conversations. It is expected that these efforts will build trust and increase the congregation's capacity to address conflict constructively, and so increase the depth and health of relationships at East Shore. The RRC will track the number and category of requests and solicit feedback from those going through the coaching processes to help evaluate the work and impact of the RRC and Facilitation Team.

> Support the processes and "work" of the church by offering "Right Relations Meeting Support" services within meetings as requested, again using the skills of the Right Relations Facilitation Team.

It is expected that teams will demonstrate greater intentional inclusion of and respect for diverse voices, create more collaborative decision-making models, and will have a more spiritual approach to accomplishing tasks by prioritizing relationships. The RRC will track the number of requests to help evaluate the work of the RRC and RRFT with groups requesting meeting support. This will help us evaluate the impact of this effort. The RRC will also ask for feedback and stories of challenges and successes from both leaders and members of church teams.

> Support the establishment of small-group and large-group trainings led by an

outside expert within the congregation for lay leadership and other interested parties in the use of right relations skills based on restorative practices and nonviolent communication.

Feedback and stories from participants in these trainings and circles will be solicited to help evaluate the impact of this effort.

> Create community circles within the church community to develop trust, build community, and share empathy and understanding among church members. Build the skills in the Right Relations Facilitation Team to hold these circles. The RRC will track participation and solicit feedback to help evaluate the impact of this effort.

> Establish East Shore's Covenant of Right Relations as central to the "work" of the church. Individuals and teams will use the Covenant as a basis for evaluating their relationships and interactions, and the way they handle conflict. Feedback from individuals and teams will be solicited to evaluate the impact of this effort.

> Practice, model and embody within the RRC and the RRFT trust building and the challenging cultural shifts we are seeking to embed in the church.

It is expected that this will help us understand the true challenges of living our faith and deepen our understanding of the challenges to trust-building and culture-shift that exist within the various dimensions of the church.

### **Section C: Group Structure, Leadership & Decision-Making**

1. Where does your group fit into East Shore's organizational structure?

- > The RRC was established as a Standing Committee of the Board in May 2018.
- > The staff liaison is the Director of Lifelong Learning.

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

> The RRC is authorized to make decisions necessary to build and maintain a Right Relations program at ESUC in alignment with church By-laws, Board Policies, Staff Procedures, and Board approval, direction, or delegation of authority.

> The RRC is authorized to create trainings and circles for congregants.

> The RRC is authorized to design and plan activities of the RRFT, and to support activities originated by the RRFT.

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

> The RRC recommends workshops and the use of outside expertise to the Board, minister and staff as advisable, and when there are associated financial obligations.

> The RRC recommends processes and plans, including circle processes and expert coaching, that support right relations skills and practices to the Board, Lay Leadership, Staff including minister, and members.

- > As requested by the Board and/or Nominating Committee, the RRC may provide membership recommendations for committees and task forces.
- > If requested, the RRC may advise the Board on matters of right relations and restorative frameworks.

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

The ideal minimum is five, and the ideal maximum is 10. Current members include:

Louise Wilkinson, Chair  
 Aisha Hauser, member and Staff Liaison  
 Mark Norelius, member and Board Representative  
 Jose Garcia, member  
 Jack Slowriver, member  
 Carrie Bowman, member  
 Pam Orbach, consultant

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

Aisha is our advisor and staff liaison and provides insights into diversity and interpersonal power dynamics.

Louise is our Chair and leads meetings, coordinates, generates ideas and most communications and liaisons with the professional community in the field of right relations.

Mark liaisons with the board and represented Right Relations in the Holly House Development Task Force

Jose generates ideas and provides perspective, instruction, and insights into cultural diversity and the impact of current church cultural dynamics on people of color.

Jack provides incisive insights into interpersonal and power dynamics as well as providing board and governance knowledge.

Carrie provides experience with circle work and strategic perspectives.

Pam provides foundational insights, guidance, strategic direction, and RCC and RRFT restorative practice and nonviolent communications skills training and practice.

6. How are leaders determined, and what are their term limits? All Core, Ministry, and Board Committee leaders must have term limits. Board Standing Committee leader recommended term limit is three years, with the option of a second three-year term in any other capacity on the committee for a possible six-year total service. After that at least one year off the committee is required before serving again.

The RRC chair will serve a 3-year term that can be renewed one time. The RRC Chair will be approved by the Board of Trustees. All committee members will serve 3-year terms that can be renewed one time.

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

> RRC members are selected based upon representation of diverse groups and perspectives within the congregation. Members need to exhibit the capacity to be changed by this work, and exhibit commitment to the health and welfare of the church as a UU faith community. Members should be trusted within our community and exemplify right relations practices within the RRC and the larger community.

> Members of the RRC must be members of East Shore. Members of the RRFT must be closely affiliated and committed to East Shore, but do not have to be members.

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

Recruitment to the RRC is accomplished by the RRC based on representation of different perspectives and areas of church involvement, and on the capacity of individuals to be open to the spiritual work that is involved. New members are oriented through circle work, trust-building exercises and sharing of history and goals.

Members of the RRFT are recruited by the RRC through general invitation to apply, and applications are evaluated by the RRC based on skills, openness to personal exploration and learning, and trust of the congregation

9. What are the term limits for your members? Board Committees must have term limits for all members.

RRC members will serve 3-year terms that can be renewed two times. RRC members will be approved by the Board of Trustees

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

Decisions are made by consensus. Decision-making via email is permitted.

11. How are records kept and passed on for your group? Board Committees send a monthly report to the Board. If you are a Board Committee, who will send monthly reports to the Board to be included in the archived Board packet.

> The work of the RRC is strictly confidential, therefore no formal minutes are kept.

> As appropriate, Mark Norelius ensures that non-confidential work of the RRC is

reported to the Board of Trustees.

> As appropriate, non-confidential work of the RRC is reported to Archives.

12. How does your group communicate and collaborate with other groups and with the larger East Shore community?

> The RRC sponsors circles and workshops, communicates through the Blast and Beacon, corresponds with individuals, and shares and encourages communication from the pulpit.

> The RRC and RRFT invite teams to use right relations guidelines and support them to embed right relations principles into their interactions.

> The Right Relations Facilitation Team facilitates circles and collaborates with individual congregants and teams to help address conflicts and build the skills to address them. The RRFT initiates other RR support activities as they discern the needs of the congregation.

> Members of the RRC and RRFT, as continuously as possible, practice and model the principles of right relations in all interactions.

> In order to maintain confidentiality, meetings of the RRC and RRFT are closed.

13. Who is authorized to approved communications, publicized by Staff, including the annual report requested at the end of the church year? Who is the designated back-up person?

Louise Wilkinson is the designated communications representative. Any committee member can serve as back-up upon request.

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

In 2020 the RRC may plan to sponsor a Seattle-based Restorative Justice group to do trainings in Restorative Justice and Nonviolent Communications. The RRC will ensure adherence to Church by-laws, Board policies, and Staff Procedures.

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

The RRC serves at the pleasure of the Board of Trustees.

## **Section D: Finances**

1. If your group will have any income and/or expenses, you must submit a line item budget to staff during the annual budget process. Staff will notify you about the timeline for your input. Will your group present a budget proposal to the Budget Team next year?

The RRC will propose an annual budget when requested.

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

Other funding sources will be considered as necessary.

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

There are no fundraising plans at this time.

4. Who is authorized to approve team expenses? Who is the designated back up person?

Chair, Louise Wilkinson. The Chair will designate a back-up as necessary.

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

No contractual liability.

6. Does your group understand that if it becomes inactive, all funds associated with the group become part of the Operating Fund, to be used for its general purposes? In addition, at the end of each church year (June 30) all unexpended funds a team has in the operating budget (not in a reserve or restricted fund) will revert to the Operating Fund, to be used for its general purposes?

Yes

## Appendix I: Charter Tracking

Charter Tracking (Updated January 14, 2020) **For January Board Packet**

<b>Board Committees</b> (Chair of Committee)	<b>P&amp;G Committee Notes</b>	<b>Date Board Approval</b>
Policy & Governance Standing Com. (Ann Fletcher)	Submitted	October 28, 2019
Nominating Standing Com. (Martin Cox)	Submitted	November 25, 2019
Personnel Standing Com. (Sheridan Botts)	Submitted	October 28, 2019
Financial Stewardship Standing Com. (LeRoy Smith)	Submitted	November 25, 2019
Endowment Sub-Committee (Craig Nelson)	Cmte appr. February	
Right Relations Standing Com. (Louise Wilkinson)	Submitted	
Holly House Dev. Task Force (Dave Baumgart)	Submitted Updated 12-19	December 2020
<b>Core Teams-Minister, Steve Furrer</b> (Chairs)		<b>Date of Staff and Board Approval</b>
Archives (recruiting new chair)	No chair yet	
Worship/Earth Based Celebrations (In transition/Steve)	Submitted	November 25, 2019
Lay Pastoral Ministers (Milly Mullarky)	Submitted	November 25, 2019
Earth & Social Just. Council (Ann Fletcher) *Liaisons	Submitted	November 25, 2019
ANSWER Nepal (Margaret Hall) *Ann Fletcher	Submitted	October 28, 2019
Beloved Racial Justice (*Louise Wilkinson)	Submitted	October 28, 2019
Earth and Climate Action (Kristi Weir) *Ann Fletcher	Submitted	October 28, 2019
Congregations for Homeless (Dean Dubofsky/Peggy Phillips) *Lynn Roesch)	Submitted	October 28, 2019
Crossroads Meals (Pam Monger) *Ann Fletcher	Submitted	November 25, 2019
Food Bank (Ryam Hill) *Ann Fletcher	Submitted	October 28, 2019
Good Start Back to School (Nancy Worsham) *Lynn R	Submitted	November 25, 2019
Holiday Giving Tree (Emily Winstrom/ Trish Webb * Lynn Roesch	Submitted	November 25, 2019
Meaningful Movies Bellevue (Lynn Roesch) *Lynn R.	Submitted	November 25, 2019
Khasi Hills Partner Church (Barb Clagett/Doug Strombom) *Ann Fletcher	Submitted	October 28, 2019
P-Patch Ministry Team (*Ann Fletcher)	Submitted	November 25, 2019
Second Sunday Share Plate (Jane Sisk) *Ann Fletcher	Submitted	October 28, 2019
Women Helping Women (Laurie Wick/*Lynn Roesch)	Submitted	October 28, 2019
<b>Core Teams-Executive Director</b> (Chair)		
Finance Team (Jason Puracal)	Submitted	October 28, 2019
<b>Core Teams-MDManager, reports to Minister</b> (Chairs)		
Auction (Beth Wilson, Amanda Strombom)	Submitted	October 28, 2019
CT Connection Teams (Julie Heise)	Submitted	October 28, 2019
Membership (TBD)	Submitted	November 25, 2019
Mission Fund Drive (TBD)	Will send Reminder	
Outreach ((David Langrock)	Submitted	October 28, 2019

Seabeck (Beth Wilson)	Submitted	
Women's Perspective (Marcia Sill)	Submitted	November 25, 2019
<b>Core Teams-Facilities Manager, Dianne Upton, Reports to Executive Director, Jason Puracal (Chairs)</b>	P&G Committee Notes	Date of Staff Approval
Facilities (Ryam Hill)	Submitted	October 28, 2019
Grounds (David Kappler)	Submitted	November 25, 2019
Memorial Garden (Connie Hirnle)	Submitted	November 25, 2019
P-Patch (also under ESJCC)	Submitted	November 25, 2019
Flower (recruiting new chair)	Submitted	November 25, 2019
Gallery Art on Campus (Karen Dawson)	Submitted	November 25, 2019
<b>Core Teams-Director of Lifelong Learning, Aisha Hauser (Chair)</b>		
Lifespan Integration (includes Children and Youth, RE teachers, and Adult Programs (Walter Andrews)	Submitted	October 28, 2019
<b>Core Teams-Music Director Eric Lane Barnes, Reports to Minister (Chair of Team)</b>		
Choir (Jennifer Sumner/Amanda Strombom)	Submitted	October 28, 2019
Ace Media Crew Production (Ralph Lutz/Lee Winstrom)	Submitted	October 28, 2019
East Shore Live (Grace Colton)	Submitted	October 28, 2019
<b>Caring Community Groups-Minister and Caring Coordinator, Milly Mullarky (Contact Person)</b>	Common Charter Submitted	October 28, 2019
Adult Children of Aging Parents (Janice Thomson)	NA	NA
Covenant Circles (Various)	NA	NA
Extended Families (Various)	NA	NA
Helping Hands (Carol Sinape)	NA	NA
Men's Support (Joe Germano)	NA	NA
Widows Flying Solo (Karen Lutz)	NA	NA
<b>Affinity Groups- Minister and Membership Development Manager (Contact person)</b>	Common Charter Submitted	October 28, 2019
Informal Bridge (Trish Webb)	NA	NA
Coffee Klatch (TBD)	NA	NA
East Shore Outdoors (Amanda Strombom)	NA	NA
Guitar Jam (Paul Hutchinson/Chris Struble)	NA	NA
Library (Gerry Kapur)	NA	NA
Men's Breakfast (Dave Womeldorf)	NA	NA
Military History (Bill Riddle)	NA	NA
Spirituality (Ruth Edwards)	NA	NA
4 <sup>th</sup> Wednesday Book Group (Zee Straight-Weiss)	NA	NA

## Appendix J: Proposed Safety Policy

### Current Safety Policy and Proposed Safety Policy Addition

#### 2.3 Treatment of Members, Friends, Visitors and Congregants

1. In interacting with congregants, the Staff Leadership Team shall not cause or allow conditions, procedures, or decisions that are **unsafe**, disrespectful, unnecessarily intrusive, that fail to provide appropriate confidentiality or privacy, or that fail to apply the standards of the Church's mission, vision, and Ends and Unitarian Universalist principles. (May 16, 2006, revised December 19, 2017)

#### 2.5 Treatment of Unpaid Volunteer Staff

With respect to the treatment of paid and volunteer staff, the Staff Leadership Team shall not create nor allow conditions that are **unsafe**, discriminatory, or disrespectful, or that fail to provide appropriate confidentiality or privacy.

#### 2.21 Safety

The SLT will develop and publish operational procedures for safety and keep them updated as needed. The operational procedures for safety will include current recommendations from our insurance company Church Mutual and from the UUA. The procedures will be approved by the Board. The appropriate staff and volunteers will know how to apply these procedures. Areas in the Safety Procedures should include but are not limited to:

1. Covenant;
2. Disruptive Behavior;
3. Security Self-Inspections for buildings/grounds (includes hazardous waste);
4. Preparedness for natural disasters and emergencies;
5. Violence Prevention;
6. Financial Safety (Fraud, Embezzlement)
7. Children and Youth (RE);
8. Sexual Harassment and Abuse;
9. Medical and Health
10. High tech and Social Media

## Appendix K: Action Plan For Goals

### **Current Annual Goals Policy** and Action Plan for Goals—Proposed Policy Addition

#### 4.5 Staff Leadership Team (SLT) – Board Relationship

1. Goals: The sound covenantal relationship between Board and Staff Leadership Team (SLT) is defined by and is the focus of this section. The content of the SLT – Board relationship and discussions is grounded in effective governance, communication, operations, policy, actions by the SLT and Board, and leadership and serves the church community and its work to accomplish the church vision, mission, ministries, **annual goals** and longer-term strategic goals.

**The Church's Annual Goals** will be set on a yearly basis, decided upon through dialogue between the SLT and the Board and adopted by the Board as Policy 1. Each year, staff shall, in consultation with Board, develop and publish an action plan to address these Church Goals. Staff will invite the congregation into this work.

## Appendix L: Member Comments About Safety & Goals Action Plan Policies

### Member Comments on Safety Goal Action Plan

#### Safety Policy:

1. I am glad that we will have safety policies. Who will write them? How will members report them? How will enforcement be done?

P&G ANSWER to member: Good questions! The Staff will draft procedures for each area listed in the policy over time and the Board will review them. The procedures themselves should spell out the processes for monitoring, reporting and enforcement. It will take some time to get all the areas completed, but at least we are on the road. I imagine that they will be tweaked and updated as needs and situations change.

Member RESPONSE: Thanks, I am glad that the board is on that road

2. In the new Safety Policy 2.21.10 High Tech is probably not the best word to use as it is too broad. Suggest synonym that gets closer to the intent be it data systems & storage, data privacy, or whatever.

P&G Comment to Board: At this time, we are wanting a broad term to cover many possible abuses and do not want to be limited to one area, as this field keeps expanding. However, we will review that comment and make a recommendation to the Board about it next month.

3. I'm responding in regards to the call for comments on the proposed church safety policy. Looks pretty good. The only thing I would note is that the policy mentions the safety of congregants and unpaid volunteers, but not the safety of the paid leadership themselves. I think they should also keep themselves safe and some wording to be added that they are included.

P&G Comment to Board: Does not apply to this current policy change. However, it is a point well taken and so at our next meeting we will review the policies, including the personnel manual, to determine how well the safety of the staff is addressed and if something additional might be needed.

4. I'm writing to support your due diligence with regards our newly refreshed Safety Guidelines per Church Mutual policy.

As a former/now retired medical provider, I'm asking for clarification of the wording planned for finely tuning our safety policy guidelines. The in quotes above is my focus. Ann, the actual word TREATMENT is full of connotation regarding what's meant by the word. In my mental picture, "treatment" might mean grabbing our AED and rushing to a congregant collapsed on the green cement floor during a Sunday service. If treatment is defined elsewhere nearby (not available to me) great. If not please briefly define succinctly what it entails. Maybe asterisk and below on the page? Thanks,

P&G Comment to the Board-This comment does not apply to the current policy change, but we will discuss the idea of definitions of terms in the policies and how they might be handled at our next meeting.

5. Thanks for letting me nit-pick.

I don't understand why 2.3 and 2.5 don't use the same words concerning "unsafe...principles."  
(This comment does not apply to this current policy change.)

2.2.1 "...staff and volunteers"

Comment: I formerly worked in the office for years and I was taught that a volunteer should never be left alone on campus and that all difficulties should be immediately turned over to the on site staff member. If this is still true I believe that "and volunteers" should be either eliminated or changed to "volunteers under the direct supervision of a staff member".

**P&G Comment to Board: These suggestions do not apply to the current policy change, but are ideas we can consider for cross checking and possible revision of these older sections of the policies.**

Goals Policy:

1. GREAT!

2. Just to let you know that I have read the revised policies and they look good to me. 😊

3. I have observed that it is easy to forget about Annual Goals and Action Plans. I believe they are super important and they help the Board to stay on track. Some suggestions for more transparency include:

Making the Policy and Gov Committee the enforcer and reminder.

Include specific dates for when during the year the Goals and Action Plans should be finalized.

Include Annuals Goals and Action Plans as an agenda item at every Board meeting.

Define procedures that staff should use for documenting progress.

Publish in the e-blast and the Beacon the Annual Goals and Action Plans as soon as they are finalized and quarterly afterwards with updates on progress.

Commit to a year end celebration party where Goals and Action Plans are reviewed (part of Annual Meeting - or after Annual meeting).

Thanks for asking.

**P&G Comment: The person writing this comment is clearly in favor of an annual goal action plan being added to the policies. Their suggestions are all additions to the proposed new policy which the person believes would strengthen that policy. P&G requests that the Board let us**

know if we should pursue any or all of these ideas and bring a recommendation to the Board at a future meeting. Any of them could be added to the basic policy without changing the current wording which we have recommended.