

East Shore Unitarian Church

Meeting of the Board of Trustees

February 18, 2020

Board Packet

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Note on February Board Packet Contents: The minutes of the January meeting will appear in the appendices (Appendix C). Also, appendices to all reports are collected at the end of the packet and lettered sequentially as shown in the table of contents.

Agendas

February 18

7:00 – 7:10	10	Opening words. Check in, timekeeper
7:10- 7:15	5	Consent Agenda
7:15 – 7:55	40	IDI
7:55 – 8:05	10	MFD
8:05 – 8: 15	10	SLT feedback re continuing Aisha's DRE DLL legacy
8:15- 8:30	15	Holly House process
8:30 – 9:00	30	Executive session: Nominating committee;(conversations re staffing, and the Board's role in oversight of staff and committees/task forces reporting to BOT).

2 hours minutes

February 24

7:00 – 7:10	10	Opening words. Check in timekeeper
7: 10 – 7:20	10	Board role in gathering info related to Aisha's position.
7: 20 – 7:45	25	White Supremacy Culture
7:45 – 8:40	55	discussion with Pam
8:40 – 9:10	30	Executive session 30

ESUC Membership at a Glance	
Current Membership	Current Pledging Units
394	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!)

February 2020 Consent Agenda Voting Items

- **Approve Endowment Subcommittee Charter**
- **The Board directs the Financial Stewardship Standing Committee to update the 5-year Strategic Plan and use the tool to run out scenarios based on our two offers we have received for the Holly House property**

- Request to make Sharon Cutshall a Life Member
- Approve board reports

February 2020 Board Reports

Developmental Minister's Report – Rev. Stephen Furrer

Going forward with the sale of **Holly House** is underway. The Board is to be commended for the measured, levelheaded steps it has taken to move forward.

The 2020 **Mission Fund Drive** is shaping up. A Large Donor event will be held at 4:00 to 6:00 pm on February 29 at Carol's and my house in Renton. Attendees will include donors of \$10K and up, the Executive Committee, and the SLT. A Caterer has been hired. A mailing list has been completed with 300 households (to be updated with new members as they join). Nicole is working on finalizing the pledge cards. I am working on the letter that will be sent to members. Sunday morning testimonials are lined up and scheduled. Nicole and I feel we've selected a good array of members. Letters will be printed and packed with pledge cards to be passed out on Sunday, March 1. The Board will get theirs early and are asked to consider returning them before March 1 so we can start the fund drive off in the positive!

The staff has welcomed Amanda Ulahan back following three months of maternity leave and in anticipation of DLL Aisha Hauser's departure at the end of June.

Normal pastoral responsibilities have included memorial service planning for Gerri Armbruster, Tom Way, and Jerry Worsham. We welcomed several new members last weekend. A New Member In-gathering will follow this spring. Meanwhile, the Worship Committee and the Worship Associates are beginning to plan for summer services.

I have not decided whether I am going to attend the annual *Interim & Developmental Ministry Seminar* in New Braunfels, Texas this coming April 27 – May 1. I am currently planning on attending the June 24 – 28 *General Assembly* in Providence, R.I.

Communications & Membership Metrics

(Forwarded from Membership Manager Nicole Duff)

Worship Numbers:

2019/20
January 5: 44/100
January 12: 17/88
January 19: 18/117
January 26: 26/110

2018/19
January 6: 23/120
January 13: 46/124
January 20: 37/148
January 27: 33/109

Membership:

Current Membership: 394

- Visitors who have filled out forms in January:
- 11 people attended the New Member Class – we will welcome those who decide to join on February 23
- Welcome new member Dwight Hutchinson!
- Members Gerri Armbruster and Jerry Worsham passed away.
- **Request to make Sharon Cutshall a Life Member**

Social Media Metrics:

Yelp for January 8-February 6, 2020

16 User views
5 User Leads
4 Clicks to Website
1 Directions

Google My Business Report for December
34,715 People found us on Google
762 Asked for Directions
296 Visited the website
17 Called

ESUC.org Analytics January 2020
1,316 Users
1,150 New Users
1,865 Sessions
4,637 Page Views
3:31 Average Session
39.94% use mobile, 4.78% use tablet

Facebook: 852 Followers
Instagram: 182 Followers
Twitter: 50 Followers

Website Update

- The Outreach team put out a request to the members to join the team. No members asked to join the team, but 3 offered to comment on the process/steps and help on particular tasks.
- We are finalizing RFQs after asking several members to review and comment. They will be sent this month.
-

Respectfully submitted,

Rev. Stephen Furrer, Developmental Minister

President's Report – Dennis Fleck

President's report – February 2020

I would like to recognize and thank Geoff for his contributions to the Board. Geoff shared recently that he won't be able to continue on the Board following the end of this fiscal year. Geoff also shared that he will only be able to attend one of our monthly meetings each month. We are fortunate to have Geoff's wisdom and representation of members with young children. Thus, while we will miss Geoff at the second meeting each month, we will value his time with us at the other monthly meeting. When we decided to add a second meeting each month, we recognized the significant burden the extra time would impose upon Board members.

I want to extend my sincere appreciation for the many years of support and leadership that Dave Baumgart has provided during the Holly House transition process. Dave has toiled amazingly through the many task forces that have served our church. As noted in Dave's recent letter to the task force and Executive Committee, it is now time for Dave to focus on Ruth's upcoming surgeries and recovery, along with the unrelenting demands from work. Now is the time for our East Shore community to step up and support Ruth and Dave. Connie Hirnle is the Lay Pastoral Minister for Ruth, so please let her know if you can be of assistance to Ruth and Dave.

I would like to thank the Board members for the considerable collaborative work that went into the congregational letter announcing the two recent offers to purchase the Holly House property. Our work has just begun as we must now listen to the congregation, provide information to the congregation about the details behind the two offers, listen some more to the congregation, and then move into a decision process as to the future use of the Holly House property.

During the February Executive Committee meeting, we discussed the Board and its welcoming of church member observation at our meetings, along with the potential impact that can have as the Board performs its work during our meetings. We decided that the tables in the meeting room should be used for Board members and those there to observe (or participate in a portion of the meeting) should be asked to be seated in the chairs away from the tables. Since Pam is a consultant to the Board, we would

ask her to join Board members at the tables as we are asking her to provide feedback on our processes. During check-in we will go around the table allowing Board members and Pam to check in. We would then ask if any of the observers also wanted to check-in and allow them to do so if they wish. During Board circles (where we each have an opportunity to share regarding the topic at hand) we would go around the table and hear from Board members, only. If a Board agenda item includes conversation with a non-Board member, we would invite the member to the table during the portion of the board meeting pertaining to them. Hopefully, by following this approach, we will be able to stay more focused as a Board and do a better job of managing our time. As our Board meetings are open to our members, members can always request permission to address the Board.

During Executive Session, Mike will be leading a discussion on Board oversight. This is an extremely important topic for our Board and church. The Board needs to discuss and define its fiduciary responsibility to the congregation as it provides oversight to the SLT and the committees/task forces that report to the Board.

I will try to Zoom in for the February meetings as I will be out of state, and currently not sure what I will be doing at the meeting times. Mike has been working diligently to pull together the agenda in a manner that provides balance for the two meetings.

Yours in faith,

Dennis

Vice President's Report – Mike Radow

Vice President's Report for February

- 1-28 Budget Committee
- 1-28 Radical Hospitality class
- 2-1 board listening session
- 2-3 executive committee
- 2-3 zoom call Mission notes
- 2-4 team budget mtg
- 2-8 RR listening circle on HH
- 2-9 Worship associate substitute
- 2-17 UUA Zoom Call #2

Inspire people to be worthy members of a worthy group.

Those were my favorite words from the first of six Zoom calls following up on the UUA leadership training. I invite you to peruse the resources from the UUA Leadership training. I've posted all of them on the Board One Drive in a folder called UUA LEADERS. Our first call related to Mission, the second, Feb. 17, will center on Governance. I found much of the reading and discussion useful and stimulating. Here are some excerpts, and I strongly encourage you to read the whole seven pager on Mission. Our Mission/visions/values are a “ball of documents” which convey our beliefs. For us, our covenant, spoken and sung affirmation, chalice response, and our mission One participant said they use their mission as a RUDDER in all decisions.

Almost every UUA mission statement has a dimension directed outward: toward bettering the world's common good, and a dimension focused inward, on each individual's spiritual growth. More bluntly stated, "The purpose of the church is to heal the consequences of lovelessness and injustice in the hearts and minds of our members so they might heal the community and together heal the world." (Nancy Bowen)

Regardless of the explicit stated mission, churches often have an implicit or *de facto* mission which really guides the congregation.

Some possible *de facto* missions include keeping everyone happy, membership growth, the budget, the building, the staff, a particular program or event.

We want growth and have made welcoming a focus recently. Hospitality might transform us into better people. But we don't often ask ourselves why we need more people. One person on the call answered thus: "We need more manpower in order to fulfill our mission." I think about how we would answer the same question.

Surprisingly, the biggest trap is religious community as a de facto mission. Community focus turns inward and may be hard for newcomers to break in, like a clique. Our Zoom moderator said "community is an "entry value, but what else happens"?

"Real community is not an end in itself...it is a byproduct of people working together toward shared goals."

Without some shared goal/purpose, there is the...possibility that a congregation will simply become a "lifestyle enclave" [which] can be a wonderful place... but people are rarely transformed in any significant way because of their participation in [it]...when life in the enclave become difficult, people are more likely to walk away than work things out.

In a community that is mission-centered, on the other hand, people don't always feel as immediately at home.... Relationships form more slowly. Yet ultimately are stronger because they are built around the bonding experiences of working together toward that shared purpose. People are committed to the community and are willing to sacrifice for it.

Lots to ponder. There is power in connection, within ESUC and outside our walls. The notion of what we might choose to do together, in community, despite our differences, intrigues me. Thank you all for joining me in this lively search.

Treasurer Report – Marcy Langrock

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

Endowment Subcommittee (ES):

The ES met on January 31st.

The ES updated their charter and sent it to the Financial Stewardship Committee for review.

Matt Lowe from Greene Wealth Management attended to update us on the quarterly reports.

The signers for the Endowment account have been updated.

2019 was a very good year for stocks. We cannot expect the same returns for 2020. They recommend keeping steady for the next year with the same investment strategy.

One thing noted was the socially responsible fund is outperforming our other funds.

Facilities will be meeting Feb. 6th to review and update the Reserve Data Analysis. Once completed, they will share with Endowment.

The Reserve Data Analysis will impact the rebalancing between cash and equity funds. We discussed the delayed sale of the Holly House property. They discussed a bequest campaign, educating congregants on including the Endowment in estate planning. They also discussed educating congregants on the new tax law. This tax law allows an account holder who is 72 or older to make a contribution directly from a traditional IRA to a qualified charity without it being considered a taxable distribution. This effectively lowers the donor's adjusted gross income. They will work on the Right Relations component of the charter and include at a later date. The Five-Year Strategic Plan needs to be updated once we have the updated Reserve Data Analysis. They are looking for more committee members. The ES agreed to a recurring meeting set for the Thursday after the end of each quarter. This will allow them to see the performance numbers and balance the accounts accordingly.

Financial Stewardship Standing Committee (FSSC):

The FSSC met on January 21st and February 11th.

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.

The FSSC has seen and discussed the two, unsolicited offers we have received for the Holly House property.

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.

The Board needs to involve the FSSC in the Holly House process. Their input and perspective are necessary should be included in the process early when discussions are happening. ***I recommend the Board direct the FSSC to update the 5-year Strategic Plan and use the tool to run out scenarios based on our two offers we have received for the Holly House property.*** Once completed, we should ask the FSSC to communicate this information to the congregation.

Finance Team:

1. The Finance Team met February 11th.
2. Jason led and I attended two budgeting classes. They were well attended with many people asking questions. The online tutorial has been viewed by several people. There was a suggestion to use ESUC specific examples for the three types of business activities mentioned in the class. There was also a request for further information on Sponsorship Agreements. Jason did a fantastic job in seeing the need for the class, developing the lesson, and educating the congregation. Thank you, Jason!
3. The Board has used up our reserve fund. Any additional, unbudgeted expenditures will need to be drawn from the Endowment Fund. The Board has the ability to

authorize a withdrawal up to \$100,000 per fiscal year. This would be above the amount already approved by the congregation.

4. This is the first month of Vanessa moving to part-time.

Treasurer Position and Other Work:

1. There was a suggestion on ESUC Connections about ESUC offering safe parking for people living in their cars. It would need to be led and monitored by a ministry team. Many other churches offer this. It would be very helpful to people in need.
2. The Board needs to hold more classes on policy-based governance for the congregation. The Board members will benefit from a refresher class as well.
3. It was suggested that the order of service have a two-sentence update from the board each week.
4. I would like request we find a way to communicate what was learned at the UU Leadership Training. Mike, Martin and Jason participated. It would be helpful for them to let us know what they took away from the conference.

Budget Team:

1. We had our first Budget Team meeting on January 28th. We looked at the budget spreadsheets and familiarized ourselves with all of the pieces that make up the budget numbers.
2. Lee Dorian is the second member of the FSSC, after Leroy Smith, to become a member of the Budget Team. Thank you, Lee!
3. We set a pledge goal of \$625,000 for the Mission Fund Drive.
4. We set a due date of March 15th for groups to turn in their budgets to Jason.
5. We selected tentative dates for the Town Halls on the budget. They will be sent out to members, once we finalized them.

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, February 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 January 8 – February 6, 2020*
 - 16 user views
 - 5 user leads
 - 4 clicks to website
 - 1 directions
 - *Google My Business Report for December:*
 - 34,715 People found us on Google
 - 762 Asked for directions
 - 296 Visited the website
 - 17 Called
 - ESUC.org Analytics January 2020
 - 1,316 users
 - 1,150 New Users
 - 1,865 Sessions
 - 4,637 Page views
 - 3:31 average session
 - 39.94% used mobile devices, 4.78% use tablet
 - Facebook: 852 Followers
 - Instagram: 182 Followers
 - Twitter: 50 Followers
- Website Update
 - The Outreach Team put out a request to the members to join the team. No members asked to join the team, but 3 offered to comment on the process/steps and help on particular tasks.
 - The Outreach Team is finalizing RFQs after asking several members to review and comment. They will be sent this month.
- I attended the rescheduled January and February Financial Stewardship Committee meetings. I provided updates on the current financial status of ESUC, answered questions about the Holly House situation, and provided background context for the new members so they will hopefully make progress on updating the 5-Year Strategic Financial Plan to a 10-Year plan as stated in the Board Goals.

BOT Goal 2: Educate congregants about ESUC and policy governance

- With input from the Finance Team, I created a video for all group leaders to educate about the budgeting process and tax implications related to various activities' use of space on ESUC campus. The video was sent to all Members and ESUC group leaders. I also co-facilitated, along with the Board Treasurer, two in-person classes with virtual option. Questions were answered specific groups in attendance.
- 2019 Contribution statements were sent to all Members and pledging friends.
- I met with Board Vice President, Mike Radow, to answer questions and discuss ESUC structure and governance.
- I remind the Board to please review and be familiar with all ESUC Policies. These are the guidelines in which Staff operate, and when the Board deviates from these Policies, it causes confusion and anxiety in the system. For example, this past week I witnessed how the violation of Policy 3.3.2.c played out with Staff. I can provide more details verbally, if desired.
- It is important for the Board to recognize that, when it has meetings that involved food, it is the Board's responsibility to clean up afterwards. The Holly House Debrief resulted in a couple of extra hours of cleanup by the Membership Development Director and Sexton. This is not the first time this has happened specifically from the Board, and the mess impacts other events and activities. This is the same expectation of all other groups at ESUC. Please plan accordingly.

BOT Goal 3: Develop an ESUC Safety Plan

- The four cameras in the lower parking lot were re-installed by Advocated Telecom. Thank you to Lee Winstrom and Ralph Lutz for their assistance with this project. The costs will be submitted to Church Mutual for reimbursement along with the overage in the expense of the poles and lights. Now that the trenching is completed, the Facilities Manager is scheduling the regrading of the lower parking lot to repair the potholes.

BOT Goal 4: Develop a Master Campus Plan

- Nothing to report at this time.

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

- As part of the Board's internal work, I met with Louise Wilkinson to discuss next steps on the IDI work.
- I invited other POC from the area to join me in participation of the DRUUM event held at ESUC on January 22, 2020, organized by Rhonda Brown, Aisha Hauser, and others. There were a group of approximately 20 participants who enjoyed the program, and we set a plan to continue meeting quarterly at ESUC.
- I met with Board Member Evelyn Smith to discuss the impact of emails regarding the Holly House as a result of Pam Orbach bringing to awareness these repeated behaviors.

Additional Finance Activities

- I met with the Finance Team. We discussed the January draft end of month financial reports, the Bookkeeper's contract, the budgeting class and related budgeting activities, and financial impacts of both Holly House offers.

- The month-end reports for December 2020 have been emailed to the normal distribution list. Edits to the reports happened after submission to the January Board packet. I have included in this February Board report submission the revised and finalized December 2019 Summary Income Statement (see Appendix A) and Balance Sheet (see Appendix B).
- The draft month-end reports created for January 2020 have not been completed, specifically bank reconciliation is still pending. I will submit the reports to the Board when available.
- I facilitated the first Budget Team meeting. We reviewed the budget process and timeline, set the due date for input from ESUC groups, set tentative Budget Townhall dates, and set the Mission Fund Drive goal at \$625k. We also reviewed the chart of accounts for the Operating Fund and discussed initial budget scenarios for next fiscal year.
- I attended the Holly House Sales Task Force meetings on February 11th and 16th to discuss and plan execution of the requests assigned by the Board. On February 12th, I attended the meeting between the HHSTF and one of the bidders of the property. Due to the sensitive nature of the current state of affairs, the Task Force will provide a written and verbal update to the Board during the February meeting.
- I attended the Endowment Subcommittee meeting. We reviewed the 2019 Q4 reports, finalized the Charter, and talked about the distribution for the fiscal year as approved by the Congregation. We requested information from the Financial Advisor on other asset classes that could align with socially responsible investment criteria, as well as information on Required Minimum Distributions and Qualified Charitable Distributions from retirement accounts. See the Treasurer's report for more details.
- I met with the Chair of the Meaningful Movies Bellevue Ministry Team to discuss options for dealing with the funds we inherited from the previous Meaningful Movies Eastside group operating out of St. Margaret's Episcopal Church.
- I assisted East Shore LIVE in executing the liquor license request for the 2020 season, and executing the contracts with the January and February performers.

Additional HR Activities

- Per the contract with the Bookkeeper, she has now transitioned to half time. I reviewed her work schedule and job description with her. She believes she can still complete 100% of the responsibilities in the reduced time. I will continue to monitor and discuss with her to see if this is realistic as we move forward. We shared this change and how it impacts Staff and Members during Staff meetings, in eblasts, and upcoming Beacon articles. Specifically, all check requests must be in by close of day on Monday in order to be processed that week. Last minute check requests can no longer be accommodated. Time at the beginning of Staff meetings has been allocated specifically for announcements from the Bookkeeper and questions to the Bookkeeper so she doesn't have to stay for the entire meeting.
- I continue with physical therapy twice per week.

Additional Facilities Activities

- I attended the Facilities Team meeting. We reviewed all the agenda items since the last time we met in October, as well as updates on Eagle Scout projects, lower parking lot repairs, Reserve Data Analysis, and Bellevue College IT project.
- The Eagle Scout project with Nick Langrock is mostly complete. There are a few areas for improvement including wrapping the interior benches, adding more compost to the boxes, and adding more woodchips around the base of the project, all of which will be completed before the summer.

- The Eagle Scout project with Colton Burd is still waiting on the engraved dedication stone before a formal ceremony will be programmed.
- The poles, lights, and cameras in the lower parking lot have finally been repaired, only 1.5 years after the damage caused by the Congregations for the Homeless Dental Van. The Facilities Manager is now scheduling the regrade of the lower parking lot to repair the potholes caused by the repeated trenching and rains.
- The Facilities Team outlined a plan to review the information from the Reserve Data Analysis for the next three years. This input will be incorporated into the FY2020/21 budget scenarios and the Endowment investment strategy.
- The Co-Chairs of ACE Media Crew, Facilities Manager, and I met with a group of eight students from Bellevue College who agreed to complete a feasibility study on the possibility of live streaming our worship services.

Additional Miscellaneous Activities

- I facilitated the first of six Zoom calls as part of the continuing UUA PWR Leadership Experience 2020 program. I have a cohort of eight people from five congregations, all between 200-300 members in size. This session's topic was Being a Mission Centered Congregation. I have attached the reading from the class to this report for the Board's and congregation's convenience (see Appendix C).
- I met with a Task Force from Saltwater Unitarian Church in Des Moines, WA to answer questions regarding use of space and property tax issues.
- My startup, ZILA Works, won the Energy Globe National Award 2019 from the Austrian Trade Commission for our thermosetting bioplastic from a carbon sequestering, renewable resource.
- I travelled to Portland, OR to be filmed by the tv program 20/20. They are doing a two-hour documentary special on the wrongful imprisonment of Nicholas McGuffin, who my sister, Janis Puracal, was able to exonerate and free in December 2019 as part of her non-profit, the Forensic Justice Project. I was interviewed as part of the backstory on Janis of why she founded FJP and does this work. The special will air February 28, 2020 at 7pm. I tried to name drop ESUC as my current place of employment, however not sure if it will make the editing cuts.

Discussion Agenda

None at this time

Respectfully Submitted,

Jason Puracal

Executive Director

Director of Lifelong Learning's Report – Aisha Hauser

Children and Youth Programs

I want to start this month's report with gratitude to Martin Cox and Carrie Coello and their leadership with the Family Covenant Circle (FCC). When I first started at East Shore years ago, the FCC was more rigid in the way new members were invited to join. Folks had to wait until October to join, no matter when they showed an interest in attending a meeting. While I understand on some level wanting to create a consistent group throughout the year, families need support and when a new family joins any time of the year, it is important to have a space for them as soon as possible.

Martin and Carrie have not only been welcoming all year, they have increased the FCC to become two groups. The families are divided based on age of their children. This way folks can commiserate based on their child's developmental stage. The FCC has offered a place for folks to gather and gain support and build community. The FCC do the cooking and setting up for the congregation's annual end of year BBQ.

This is one way that we can increase our capacity to welcome and include families.

Two high school seniors have officially joined the church, Amalie Heise and Frances Shirley. This is wonderful news and is a testament to Amanda Uluhan and Nicole Duff for their collaboration on religious education and membership.

Felice Nightengale and Dave Myers are leading a life skills class for the 5th through 8th graders not in Our Whole Lives.

I co-facilitated a class led by Nicole on Radical Hospitality. This was the first in a series and the class was well attended with approximately 13 people.

Adult Programs

Ryam Hill and Lynn Roesch are continuing to organize and plan programs for adults. Milly Mullarky will be organizing a series of workshops that pertain to a "Good Death." This will include workshops on burial options, death with dignity among other topics.

Older Adult OWL will also begin soon. We took a survey and changed the day it was offered during the week in order to increase attendance.

Professional News

I have been accepted as a Research Scholar for Starr King School for the Ministry. This is an exciting collaboration. I will have access to seminary libraries affiliated with the school. Another exciting development is that the book proposal I submitted with Rev. Deanna Vandiver has been accepted by Skinner House. We will be meeting with Skinner over the coming weeks to plan when the book will be published.

Respectfully submitted by,

Aisha Hauser

Liaison Reports

Policy & Governance Committee – Ann Fletcher

POLICY AND GOVERNANCE BOARD REPORT February 2020 SUBMITTED BY ANN FLETCHER

Consent Agenda Item:

Approval of charter for Endowment Subcommittee Charter (See Appendix E and #1 below)

1. CHARTER APPROVAL. The updated Endowment Sub Committee Charter has been approved by the Financial Stewardship Committee. A copy is in the Appendix. P&G recommends that the Board approve this charter in the February consent agenda. All charters, except Archives are completed. See **Charter Tracking** in Appendix.

2. COMMITTEE PLANS. Policy and Governance Committee has not met since the last Board meeting. We plan to meet in late February or early March at a time when we can include a potential new member of the committee. At that time, we will consider possibilities for supporting the Board Goal to increase congregational understanding of Policy Based Governance. We will also formulate any proposals to the Board for new policy. And we will review the Bylaws for any revisions that might be needed for the annual meeting.

3. BOARD DISCUSSION of POLICY AND GOVERNANCE ONCE A MONTH. P&G does not have any Policies to share related to the February agendas. However, we would like the Board to know that the Bylaws state that the annual congregational meeting can take place in either May or June. This provides potential flexibility in timelines this spring.

Personnel Committee – Jerry Bushnell

ESUC Personnel Committee

Report to Board of Trustees

Feb. 18, 2020

UUA compensation guidelines. We reviewed the new guidelines from the UUA for compensation in the 2020/2021 year. The salary ranges have all been increased by about 2% to reflect increased cost of living. Most of our employees are currently compensated at the midpoint of the suggested salary range, and to stay there, compensation will have to be increased by about 2%. Sheridan will notify Jason for the budget committee.

Personnel Manual Review and Update: We are still reviewing the personnel manual and will be sending revisions to the staff to review, then bring to the consent agenda at a future date. We will also be recommending a name change from Personnel Manual to Employee Handbook.

Personnel File audits: We are continuing to work on the process for performing a yearly audit of personnel files.

Jerry Bushnell
Board Liaison

Right Relations Committee – Mark Norelius

My Fellow Boardies.

The most significant message of this report is the increased focus by the RRC (Right Relations Committee) on Holly House property disposition. The BOT has asked the RRC to provide added support to our church community in moving toward a Holly House property sale decision.

— Members of the RRFT (Right Relations Facilitation Team) continue to serve as circle keepers. We believe these are helping to build connections within our community. These circles focus on our UU principles and values. I have attended several circles and can speak from personal experience and say that I have received positive feedback from all of the new participants.

Dennis has asked me to have a discussion with the RRC and provide a progress report on Pam Orbach's progress in shifting our church community's integration of Restorative Justice Practices from a place of "giving us fish" to "teaching us to fish". Here are some obvious indications of such progress:

—The Right Relations Facilitation Team has hosted a community building circle at least one and often two or three times each month for the last 5 months. With the Team's guidance, supported by Pam's teaching, coaching mentoring new church members have participated and the feedback has been very positive.

— RRFT members Milly Mullarky and Michelle Danley have served as circle keepers in conflict-based circles.

—RRFT members Sue Yates, Mary Anderson, Jack Slowriver, Mike Radow, Louise Wilkinson, Doug Strombom and I have all served as circle keepers for either community circles or church community projects.

The services agreement for Pam was entered into on 1/16/19. It has several bullet points in the description of services which are available for viewing on One Drive. In reviewing these points, it is clear that Pam is accomplishing all the services described. It is the opinion of the RRC that much of the

learning which leads toward “learning to fish” has been accomplished by many church members. A major step was made when Pam was invited to join in and support our BOT meetings. The support she provides there is changing how we operate as a board. I have seen instances, within board meetings, where a few assertive voices seemed to be taking the conversation one direction when a quieter voice has asked to pass the talking stick and the conversation completely switched direction. To me, it is that kind of dynamic occurring within a board meeting that is critical to making the culture changes we all want. Having the leadership of our church following such a model can’t help but provide a “lead by example” effect on our church community.

With the leadership by example of the board in the use of nonviolent communication and circle etiquette these changes will become part of the new normal and become part of our community’s culture.

As we move into this next phase of the Holly house property disposition there are many unknowns to be dealt with. Having the resources to support our community in place as ideas surface from our community will be especially important. Pam’s experience and understanding of our community is especially important now.

It won’t be necessary to have Pam Orbach at every meeting but her role as an advisor and her experienced perspective on how to approach controversial topics as they arise is invaluable. These next several months will be critical in creating a foundation of communication and connection within our church community.

In Faith,
Mark Norelius
BOT Member At Large and Right Relations Committee Liaison

APPENDICES

Appendix A: November 2019 Summary Income Statement

Date : 01/23/2020
Time : 4:57:04 PM

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

Page : 1

Accounts	MTD Actual (This Year)	MTD Budget (This Year)	WTD 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	88,852	52,750	(36,102)	383,364	316,500	(76,864)	633,000	60.71 %
Income - Program Fee Pmts	426	667	241	7,257	4,000	(3,257)	8,000	90.71 %
Income - Fundraising Event Pmt	1,960	4,062	2,102	40,160	24,375	(15,785)	48,750	82.38 %
Income - Facilities Rental Pmt	14,903	17,915	3,013	118,761	107,492	(11,270)	214,963	55.24 %
Income - Dept 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 %
Total Revenues	109,745	108,122	(1,623)	720,503	648,732	(71,771)	1,297,464	55.53 %
Expenses								
Payroll Expenses								
Wages	55,378	53,877	(1,501)	325,224	323,283	(1,961)	646,526	50.30 %
Payroll Taxes	3,509	4,008	500	22,561	24,049	1,488	48,088	46.91 %
Payroll Benefits	12,385	9,654	(2,711)	57,294	57,921	627	115,842	49.46 %
Total Payroll Expenses	71,252	67,539	(3,713)	405,078	405,233	155	810,466	49.98 %
Program Expenses								
Administrative Expenses								
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	(36,389)	92,633	69.50 %
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	4,186	8,455	0.73 %
Interest & Loan Expense	9,470	9,470	0	56,823	56,823	0	113,645	50.00 %
Total Administrative Expenses	70,651	30,145	(39,906)	218,871	184,489	(34,402)	368,937	59.32 %
Total Expenses	144,014	108,122	(35,892)	659,184	648,732	(10,452)	1,297,464	50.81 %
Net Total	(34,268)	0	34,268	61,319	0	(61,319)	0	0.00 %
Other Revenues								
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 %
Total Other Revenues	33,001	0	(33,001)	219,764	0	(219,764)	0	0.00 %
Other Expenses								
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 %
Total Other Expenses	0	0	0	147,473	0	(147,473)	0	0.00 %
Net Operating Total	(1,267)	0	1,267	133,610	0	(133,611)	0	0.00 %

Appendix B: November 2019 Balance Sheet

Date : 01/23/2020
Time : 4:45:27 PM

East Shore Unitarian Church
Balance Sheet
December 2019

Page : 1

Accounts

Assets	
Current Assets	
Cash & Investments	
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
Total Cash & Investments	\$1,515,882.18
Other Assets	
1-1110 - Deposits	\$1,750.00
Total Other Assets	\$1,750.00
Total Current Assets	\$1,517,632.18
Contra Assets	
1-1600 - Building Loan Contra Account	\$680,088.82
Total Contra Assets	\$680,088.82
Total Assets	\$2,197,721.00
Liabilities, Fund Balance, & Restricted Funds	
Liabilities	
Current Liabilities	
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)
1-2500 - Building Loan - Current	\$76,200.00
Total Current Liabilities	\$100,497.98
Long Term Liabilities	
1-2700 - Damage Deposits - LT Rentals	\$4,500.00
1-2750 - Building Loan - Long Term	\$603,888.82
Total Long Term Liabilities	\$608,388.82
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	\$708,886.80
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
Excess Cash Received	\$133,610.31
Total Fund Balance and Excess Cash Received	\$1,488,834.20

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

ESUC Board of Trustees

Draft Minutes

January 21, 2020

ESUC Board of Trustees Meeting Agenda

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 Holly House Board Oversight Discussion	All Jason All Elected Bd members
9:00		Adjourn	

BOT members present Maury Edwards, Evelyn Smith, Mike Radow, Jerry Bushnell, Marcy Langrock, Paul Buehrens, Claire Sherly, Mark Norelius, Dennis Fleck

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

Attending Electronically: Geoff Soleck

Absent: None

Guests: Jack Slowriver, Pam Orbach, Martin Cox, Jenny Selby, Don Durenberger, Nicole Duff, Louise Wilkinson

Timekeeper: Maury Edwards

Consent Agenda:

- 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
- Approve board reports

Items Removed from the consent agenda: Mark asked to remove Jason's report for clarification about the membership numbers at the top of the board packet. In June 2019 pledging units were listed at 315, currently they are listed at 250. Nicole explained the difference in pledging units. There are 30 people

who pledged the previous year and did not pledge this year. Some have donated this year, just not pledged. The current number of pledging units would be about 300, using the method used in June. At the time of the report, the numbers for the next fund drive were not finalized, and 250 was a best guess at active pledging units.

It was noted that the membership and pledging numbers at the top of the board packet are not part of Jason's report, but information added to the board packet.

Motion: Mike Radow moved, and Evelyn Smith seconded approving the consent agenda except for Jason's report.

10 for, none against, motion passed.

Paul Buehrens moved, and Maury Edwards seconded that we accept Jason's report.

10 for, none against, motion passed.

7:20 – 7:40 MFD Update & sign up Nicole and Steve

Nicole gave us the following summary of current plans:

Happy to announce David Langrock has agreed to be the face of the drive.

Numbers: The tracking spreadsheet has been cleaned up.

Important Dates:

- **February 29:** Top donors (\$10,000+), SLT, and Executive Committee to have large donor event at Steve's home at 4:00 p.m. It will be catered with appetizers and desserts.
- **March 1:** Steve will inspire generosity and holistic giving from the pulpit. Pledge cards distributed after worship or mailed the following day. David Langrock will speak in service.
- **Throughout March:** MFD at table with information, testimonials during service. Nicole has developed a list of people to ask to give testimonials
- **March 29:** Celebrate ESUC Brunch in Spring Hall all morning. Signifying the end of the ask. Will be catered. Currently getting quotes.
- **March 30-April 1:** Nicole finalizes spreadsheets and passes off to Mop Up Team

To Be Decided/Finalized

- Theme?
- What is "the ask" – increase by %? How Much?
- Cottage Meetings/Town Halls

What We Need from the Board

- Support in our decisions, being a united front.
- Hosts for Cottage Meetings/Town Halls

- Help with “Special Touch” list – reaching out to those who have special needs that could affect pledging.
 - Help finding a “Mop Up” Team

Several board members agreed to hold cottage meetings. The possibility was raised that we could do some of this through connection teams. The board will be asked to help with Town Halls, which can be at 10 AM on non-choir Sundays.

7:40-8:00 **10** **Holly House debrief planning for 1/25**
Hopes/expectations, food, etc.

Mike asked Pam if she could help us with this process. She agreed and asked us what we hope to get out of it, and what we would like to see done. Board members and guests gave thoughts on Pam's questions:

- What would it look like if we were inclusive?
 - What are people wanting
 - We should look at Jason's presentation before Saturday
 - Come with questions and thoughts
 - I'd like to know how to avoid the pitfalls we fall into with WSP and business as usual
 - Look at what we have learned so far
 - Walk through it chronologically, what led to what, understand how our assumptions led us to where we ended up.
 - Explore the ways in which the vote happened, the process, how WSP drove the process, how it drove the divisions. How do we not do the same thing again. How do we move forward differently?
 - Looking forward to listening to everyone on the board
 - Hope to get clear direction from board on how Jason's time will be spent.
 - How to avoid, interrupt when we fall into the same pitfalls. What we could do better.
 - More focus on consensus building, less on majority wins
 - An outcome can be more clarity on steps that need to be taken to move on, get proper closure
 - Be more self-confident that we are not going to screw up, make choices that reflect, look more forward than in the past
 - We need to be comfortable with being uncomfortable
 - How can we center the margins and still have a democratic process?
 - I would love to be more transformed with more humility and courage
 - You cannot reflect on something unless you name it.
 - What can I learn, what would I do differently going forward?
 - We can use the learning of Louise, Jack and Mark, who have gone through this already

Mark pointed out that we have list of comments from the previous board meeting. Mike reminded us about the email sent October 8th, 2019 to the previous Holly House Task force and board after our meeting with that task force.

8:00 – 8:30 Process and timeline to address the next step in Aisha's leave taking

All

Dennis asked the board what should we do and who should do it, and how we should do it. Consensus was that we should step back and be deliberate about this process. The following points were made during the discussion.

Aisha has built a strong foundation, and we should step forward and not back. We should not make this a referendum about Aisha. Input from the congregation is important, particularly families with children, children in RE, and newer members.

It is the board's place to look at overall strategy for the organization. We cannot be fully goal driven nor fully process driven. Transparency is important.

Hiring a second minister or an intern would not necessarily continue the same program.

Aisha is an expert on RE and LLL so we should listen to her recommendations.

This discussion overlaps with budget discussions, and with Rev. Steve's developmental ministry goals.

It was noted that discussion about this has already started within the SLT, within the RE committee, and Steve has been in discussion with Sheridan Botts, chair of the personnel committee.

Steve plans on coming back to the board with ideas for how to proceed and how to honor Aisha for her leadership and the foundation she has set up.

Maury moved that the board ask Steve to bring a plan back to the board next month, on how to continue building on the lifelong learning foundation that has been built. Mark seconds the motion.

Vote - 9 for, one against, motion passed

8:30 – 9:01 White Supremacy Discussion Maury

Maury let us know that Robin DiAngelo is not going to stop using the word white supremacy, she is not worrying about your comfort, but your world view. He gave us a new way to look at the story of Jackie Robinson breaking into baseball. Instead of viewing Jackie Robinson as exceptional, we should look at the white people who actually changed the rules and opened professional sports leagues to African American players.

Maury noted that individualism is important in our culture. He asked us to consider how is it expressed, and how it impacts people of color. He asked us to give examples of individualism here at East Shore.

In summary, Maury asked what it would look like if we centered community instead of individualism.

Meeting adjourned at 9:01 PM

Respectfully submitted,

Jerry Bushnell

Board Secretary

Appendix D: 2019-2020 Endowment Subcommittee Charter

2019-20 CHARTER ENDOWMENT SUBCOMMITTEE

Section A: Name

- 1. What is the name of your group?*

The Endowment Subcommittee of the Financial Stewardship Committee

Section B: Purpose

- 2. What is the purpose of your group?*

The purpose of the Endowment Subcommittee is to assist the Board of Trustees (BOT) in management of the Endowment Fund. In such management, the Endowment Subcommittee provides for the long-term financial security for the church aligned with the Financial Stewardship Committee's 5-Year Financial Strategic Plan. The Endowment Fund has a perpetual duration, making it possible to provide financial support of church (assets and improvements) over the long-term. A Portion of the Endowment Fund will be designated to support the 1 to 3-year capital expenditures of the church

- 3. 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.

The Endowment Subcommittee seeks to operate within all of the Seven Principles and strives for its work to result in a healthy and vibrant church which

has the capacity to live by the Seven Principles both internally and externally in the wider community. In particular, building durable and sustainable physical and monetary infrastructure elements of East Shore will then allow members to focus their resources and energy to freely pursue the mission of the church.

4. *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 under Governance and Bylaws. East Shore's Mission is: We practice love, explore spirituality, build community and promote justice.*

The Endowment Subcommittee seeks to achieve an equitable and just investment strategy in order to support the Mission and Vision of East Shore. The Endowment Subcommittee through establishing a perpetual duration of financial support (assets and improvements) ensures that the campus and buildings are maintained over the long term such that they are useful, safe and accessible in order to conduct the mission of the church. The Endowment Subcommittee recognizes the ministry of each of its participants provided through service on the Subcommittee. By preserving and conserving the institution and resources of the church the Subcommittee members

practice love of East Shore and the wider community and ensure the means for members and friends to explore spirituality, to build community, and to promote justice. The Subcommittee also demonstrates these four pillars of the Mission by how its members interact in accordance within the committee and with other groups and individuals in the church

5. *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 subcommittee will participate in making East Shore's community healthier by engaging in Right Relations in its practices, observing its role in policy-based governance, and serving our role with enthusiasm and gratitude. We have not formally adopted a 'Right Relations' policy and will include that in our goals.

6. *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](#)

7. The Endowment subcommittee will assist the board in implementation of the Endowment Charter as indicated in the board goals. *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?*

Endowment Subcommittee Goals for fiscal year 2019-2020

1. Fulfill the BOT Goals relating to the 5-Year Financial Strategic Plan in coordination with the Financial Stewardship Committee
2. Create a new Endowment Five Year Strategic Plan based on such plan to be completed by the Financial Stewardship Committee and coordinated with the Facilities Committee.
3. Prepare for a planned giving campaign by first creating a brochure for Financial Stewardship's review.
4. Update printed and digital information educating the Congregation about the Endowment Fund, Subcommittee, and methods of planned giving
5. Increase membership of the Endowment Subcommittee to 4 plus the chair.
6. Develop a 'Right Relations' policy to include in our charter.
7. Review the 'Investment Policy Statement' after completion of a new 5-year plan to ensure consistency.

These goals will be measured by the completion of the specified documents, minutes and materials documenting implementation, results, and impact of planned giving and congregational education as reported in the Subcommittee's Annual Report.

Section C: Group Structure, Leadership & Decision-Making

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

Endowment is a Subcommittee of the Financial Stewardship (FS) Committee, and a Standing Board of Trustees Committee as defined in Bylaws Article VII, Section C.

The Treasurer of the BOT will attend ex-officio (non-voting) and serve as liaison to the Board. The Chair of the Financial Stewardship Committee may attend ex-officio and serve as liaison to the FS Committee. The Executive Director will attend ex-officio, report from the Core Finance Team, and ensure adherence to Policy 2.13. The Chair of the Facilities Team may attend ex-officio and serve as liaison to the Facilities Team.

Our current board liaison is Marcy Langrock, our liaison with the Finance Committee is Leroy Smith, and the Staff member we are working with is Jason Puracal.

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

It organizes communication about the Endowment with ES members and does outreach for possible donors to the Endowment.

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

The group brings reviews and recommendations regarding investment allocations, account management, and distributions to Financial Stewardship and then to the Board. It also assesses the work of the ongoing financial advisors hired by ES.

11. 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 Endowment Subcommittee will consist of a Chair or co-chairs and at least four others, all of who must be members of East Shore Unitarian Church and be approved by the Board of Trustees. Members serve at the will of the Trustees.

Current Team Members include:

- Craig Nelsen- Chair
- William (Bill) Culverwell
- Steve Lange
- Leroy Smith

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

The Chair of the Endowment Subcommittee will:

1. Arrange for four to six meeting a year, set the agendas, and lead the meetings;
2. Ensure representation at the Financial Stewardship Committee quarterly;
3. Ensure that the Guidelines, Investment Management, Disbursements and Gifts, and Planned- Giving and Fund-Raising Sections of this charter are followed;
4. Update the charter annually and submit the Annual Report;

5. Communicate as needed with the members and the ex-officio members of the Subcommittee;
6. Ensure that records and notes are archived with the East Shore archivists.
7. 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 chair of the Endowment Subcommittee will be selected from the Endowment Subcommittee Committee by a majority vote of the Subcommittee and approved by the Board. The chair will serve a term of three years and may be considered for reelection after 3 years have lapsed from being chair.

13. What qualifications are required for membership or leadership?

Members are required to attend at least 75% of the meetings. Members are allowed to attend meetings via electronic communication.

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

As some financial and investment acumen and experience are necessary for service, the Endowment Subcommittee will recruit new members through the Nominating Committee, recommendations from the Financial Stewardship Committee, recommendations from the Membership Development Manager, and through personal outreach to potential candidates.

New members are oriented to the work of the Endowment Subcommittee by past meeting agendas and notes, providing each member the Endowment Charter, the five-year financial strategic plan and quarterly investment reports. Meeting discussion, questions and answers are an important element of orientation to the FS roles and responsibilities.

15. What, if any, are the term limits for your members? Board Committees and Councils that represent teams (such as the ESJ Council) must have term limits for all members.

Members of the Endowment Subcommittee serve no more than six consecutive years. They may return after 1 year off the committee.

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

Quorum is met when at least 50% of the Members are present. Decisions and recommendations are made by a majority of the committee total. Email voting is allowed.

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

Notes of each meeting of the committee are published and circulated to the committee, and once approved they are sent to East Shore archives.

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

The group communicates via Financial Stewardship reports, the Board Reports of the Treasurer, and a basic brochure explaining its purpose and status. We have done outreach at coffee hours, and have the ambition to hold Town Halls/Endowment drive for ES members.

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 Endowment Chairperson is authorized to approve communications publicized by Staff.

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 such sponsorship is planned for the 2019-2020 fiscal year.

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

Ongoing.

Section D: Finances

16. 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 Endowment Subcommittee does not generate any revenues or incur any expenses for the committee, thus a budget proposal is not required for submission to the Budget Team.

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

n/a

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

n/a

- c) Who is authorized to approve team expenses? Who is the designated back up person?

n/a

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

n/a

- e) 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?

Section E: Subcommittee Guidelines

- Accounting: The Endowment Fund is a Designated Fund and monies associated with it is separate from the Operating Fund until a disbursement is made. The total Endowment Fund is the combined balance of the 3-1040 Endowment Money Funds – Schwab account and the 3-1070 Endowment Investments – Schwab account.
- Investments will be directed according to the Investment Policy Statement, a description of investment policy which shall be applied to the endowment funds.

(See "Investment Management"). This subcommittee is charged with proposing revisions and keeping the Investment Policy Statement current.

- Reporting: Investment performance results will be reported at least annually to the Financial Stewardship Committee and the Board of Trustees.
- Recordkeeping: The Chair or designated Member of the Committee will cause to have maintained records of contributions from donors, brokerage statements, correspondence, minutes, etc., and provide copies for archive to the Executive Director and operations quarterly. Confidentiality of these records will be maintained. The Chair will schedule and hold an annual records reconciliation with Bookkeeping with respect to donations.
- Audit: The Endowment Fund is subject to audit such as would be any aspect of church finances, and the status and handling of the funds are subject to review at all times by the Board of Trustees and the Financial Stewardship Committee.
- Planning: Each year, the Facilities Team will create a report of expected capital expenses over the next one to three years based upon a current Reserve Data Analysis, personal assessment, and price quotes. With review from the Finance Team, this report will be submitted to the Financial Stewardship Committee and the Endowment Subcommittee for distribution planning. The Endowment Subcommittee will prepare and maintain a five- to seven-year strategic plan that prepares the funds to support planned capital maintenance and improvements of the church assets. This plan will contain a transition from the current practice of providing 3% to the operating fund to funding capital needs.

Section F: Investment Management

- The Endowment Subcommittee, with approval of the Board of Trustees, will select a professional money manager to manage the assets of the fund. The Endowment Subcommittee will review fund performance at least quarterly with an annual review against appropriate benchmarks.
- The manager will have full discretion to invest and manage the Endowment Fund in accordance with the ESUC Endowment Fund Investment Policy Statement. The Endowment should be invested to achieve an equitable balance between growing the principal of the fund and preserving the capital of the fund. Funds which are expected to support planned facilities expenses are expected to be invested in low risk, highly liquid investments to meet the short- to medium-term planned capital maintenance and improvements of the church assets.
- The Investment Policy Statement is subject to change on approval of the Endowment Subcommittee. Changes in the Investment Policy will align with the Financial Stewardship Committee's 5-Year Financial Strategic Plan and require approval of the Financial Stewardship Committee and the Board of Trustees.

Section G: Disbursements and Gifts

- Disbursements from the Endowment fund are recommended to the FS Committee which forwards a recommendation to the Board of Trustees. Distributions occur only by authorization of the Board of Trustees.
- Annual Endowment Distribution: Each year, a distribution equal to 3.5% of the 3-year average market value of the Endowment fund as of December 31 will be available for transfer to the Operating Fund, or other appropriate church fund, by Board decision. In the event that the 3-year average market value of the Endowment is below USD \$900,000, there shall be no annual distribution from the Endowment Fund. This Distribution formula is set by Board approval.
- 5- Year Financial Strategic Plan: In alignment with the ESUC BOT Approved 5-Year Financial Strategic Plan, the intention of the Annual Endowment Distribution is to utilize those funds to be designated as the Capital Reserves, to match the current projected annual capital facilities expenses and improvements as assessed by the Facilities Team and approved by the Financial Stewardship Committee and BOT.
- Excess Distributions: The Endowment Fund is designed to be a perpetual fund and distribution beyond the normal Annual Distribution shall occur only on the approval of the BOT up to the maximum amount of One Hundred Thousand Dollars (\$100,000) above the normal Annual Distribution. In alignment with ESUC Bylaws Article VIII, Section D (2), the total sum of distributions within a fiscal year from the Endowment Fund in excess of \$100,000 above the Annual Distribution requires simple majority approval of the church membership with a 25% quorum present at a duly called meeting.
- Restricted gifts: In accordance with Policy 2.14, on approval of the Board of Trustees, the Endowment Fund may accept a gift from a donor who specifies the purpose for which the principal and income of the gift may apply. In such a case the principal may be expended in full at any time to meet the donor's instructions. Similarly, cash income from that part of the fund represented by the restricted gifts will become available each year in accordance with the donor's instructions. Such Restricted gifts will be accounted for in a Restricted Fund account, separate from the Designated Fund Endowment accounts.
- Gifts of illiquid assets: Gifts of real property, private stock, or other non-liquid assets require Board approval to accept.
- Restrictions on borrowing: As a protection to the fund, the Church shall not borrow principal from the Endowment fund, nor may it use the assets of the fund as collateral in any of the borrowing.

Section H: Planned Giving and Fund Raising

- The Endowment Fund Committee is authorized to establish a planned giving program and to seek gifts and bequests under such a program. A plan for a bequest

program or campaign will be approved by the board. Planned-giving includes bequests by will, beneficiary designation, charitable gift annuities and payments under a trust agreement. The purpose of the program is to:

- Inform and educate the congregation about the types of planned gifts and bequests that can benefit the church;
- Identify members and friends who may be interested in making a planned gift; and
- Make sure that interested members and friends are asked for a planned gift commitment and thanked and honored upon receipt of such a commitment.
- Grow the Endowment fund to be large enough to meet all the Capital needs for the future.

Bequest Society: The Elliot Marple Bequest Society is established to recognize those members that have made planned gift commitment.

*Charter adopted by the Endowment Subcommittee January 31, 2020
for Fiscal Year 2019-2020*

Appendix E: Charter Tracking Table

Charter Tracking (Updated January 12, 2020) For February Board Packet

Board Committees (Chair of Committee)	P&G Committee Notes	Date Board Approval
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)	Submitted	
Right Relations Standing Com. (Louise Wilkinson)	Submitted	January, 2020
Holly House Dev. Task Force (Dave Baumgart)	Submitted Updated 12-19	December 2020
Core Teams-Minister, Steve Furrer (Chairs)		Date of Staff and Board Approval
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
Core Teams-Executive Director (Chair)		
Finance Team (Jason Puracal)	Submitted	October 28, 2019
Core Teams-MDManager, reports to Minister (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)	Checking on this	
Outreach ((David Langrock)	Submitted	October 28, 2019
Seabeck (Beth Wilson)	Submitted	January, 2020
Women's Perspective (Marcia Sill)	Submitted	November 25, 2019
Core Teams-Facilities Manager, Dianne Upton, Reports to Executive Director, Jason Puracal (Chairs)	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
Core Teams-Director of Lifelong Learning, Aisha Hauser (Chair)		
Lifespan Integration (includes Children and Youth, RE teachers, and Adult Programs (Walter Andrews)	Submitted	October 28, 2019
Core Teams-Music Director Eric Lane Barnes, Reports to Minister (Chair of Team)		
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

Caring Community Groups-Minister and Caring Coordinator, Milly Mullarky (Contact Person)	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
Affinity Groups- Minister and Membership Development Manager (Contact person)	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 th Wednesday Book Group (Zee Straight-Weiss)	NA	NA

Appendix F: UUA PWR Leadership Experience Session 1 Reading

Session 1: Being a Mission- Centered Congregation

By Rev. Dr. James Kubal-Komoto

One of the characteristics of a vital congregation is being mission focused or mission centered.

What is a mission? Why is it so important?

A congregation's mission is an answer to the question, "Why does this congregation exist in the world?"

As the Unitarian Universalist minister Thom Belote says in his chapter "Mission" in *The Growing Church: Keys to Congregational Vitality*:

If a religious community is like a large boat traveling across the sea, its mission is like a map of where it wants to go on the journey. Without a mission, the boat is merely adrift, susceptible to the whims of wind and surf, or it is commandeered by whoever is the most opinionated and determined to seize control of its steering wheel. Having a clear mission helps us to know that we are en route toward our goals.

A clear, shared mission is helpful to a congregation in many ways:

- Congregational leaders are constantly faced with a barrage of decisions. Without a clear mission, how can they make those decisions? On what basis will they decide? A clear mission helps congregational leaders know when to say yes and when to say no.
- A clear, shared mission also helps a congregation evaluate how it's doing. Without a mission, how does it know?
- A clear mission can also motivate members to be generous to a congregation with their time and money.
- A clear mission can also help newcomers to a congregation decide whether they want to join a congregation.
- A clear mission can help reduce conflict. Without a clear, shared mission, a congregation will begin to be led by different groups or factions with conflicting purposes and goals.

But let's clarify some terms here. What's the difference between "mission," "vision," "covenant," and even "strategic plan?" Unfortunately, there are no widely shared answers to that question, but here is one set of coherent definitions.

- **A Mission** answers the question, "Why do we exist in the world?"
- **A Mission Statement** is a pithy, memorizable phrase or sentence that captures the congregation's Mission.
- **A vision statement** answers the questions, "What is the future we hope for and dream for in this congregation? How will this congregation fulfill its mission at this particular time and at this particular place?"
- **A covenant** answers the question, "How shall we be together with one another as we carry out this mission and vision?"
- **A strategic plan**, if a congregation has one, is more specific and lists specific goals and objectives and timelines for achieving them.
- **Annual goals** identify how the mission and vision will be achieved in a particular year.

As can be seen, a congregation's mission changes the least over time, while a vision or strategic plan should probably be revisited every five years.

As can also be seen, a congregation's vision, covenant, its strategic plan, and yearly goals all flow from its mission, so when we talk about being mission centered, we mean putting everything that flows from a congregation's mission at its center.

Being mission centered then, is a matter of regular practice. It is the repeated practice of not only lifting up the congregation's mission but using it in decision making -- at board meetings, at committee meetings, at congregational meetings or any time when the congregation is making important decisions.

What makes for a good mission?

(Let's note that this is a different question than "What makes for a good mission *statement*?" As Dan Hotchkiss says in *Governance and Ministry*, a congregation's mission *statement* at a particular point in time is only an approximation of its mission. For a discussion of what makes for a good mission statement and why it is useful to have one, watch a YouTube video based on that chapter at <https://youtu.be/Qh6S9-j1URk>.)

Management guru Peter Drucker says that all non-profit organizations have, in essence, the same mission: "a changed human being" or "an improved human being." (Drucker has used different phrases in different settings.)

This, I think, is not a bad starting point for any congregation. In fact, a good question, any congregational leader might regularly ask themselves is, "How is this congregation changing lives?" or "How is this congregation improving lives?" or, more wordily, "How is this congregation helping people to have a fuller, deeper, richer, more satisfying experience of life?"

However, "a changed human being," whether inside or outside the walls of any congregation, we want to suggest, is not quite specific enough to be a good mission for a congregation.

There are many non-profit institutions in any community that help change people's lives -- YMCAs and YWCAs, libraries, hospitals, food co-ops, League of Women voters, service organizations, and political organizations.

However, in U.S. society, there has usually been only one type of organization that has served people's peoples spiritual and religious needs -- the religious organization (whether called a congregation, a church, a synagogue, a mosque, a temple, or a coven).

I might humbly suggest that all Unitarian Universalist congregations essentially have the same mission: **nurturing individuals' spiritual growth (their capacity to live with connection and meaning) and the world's common good.**

The UUA created a bumper sticker a few years ago that expressed the same idea: "Nurture your spirit. Heal our world."

Similarly, former UUA staff member and PWR Regional Lead Nancy Bowen said, “The purpose of the church is to heal the consequences of lovelessness and injustice in the hearts and minds of our members so they might heal the community and together heal the world.”

A large Episcopal church in California expressed a similar idea: “Transformed people transforming the world.”

Whatever the exact words that are used, each of these statements has a vertical dimension or a depth dimension (“nurturing individual’s spiritual growth”) and a horizontal dimension or a breadth dimension (“nurturing the world’s common good.”)

Out of Balance Missions

My observation is that many congregations have several common problems in trying to be a mission-centered congregation. Whatever their explicit mission may be, their implicit mission or *de facto* mission is something else and what really guides the congregation.

One common problem I observe is having a mission that is out of balance. What do I mean?

In the nonprofit world there are some organizations that are purely member-service organizations. For example, AAA (Triple A) is a member-service organization. Members pay a fee to join and receive certain particular benefits in return. There are other organizations, that are purely “missional” organizations. The people who support the organization with their time and money usually aren’t the ones who benefit from the organization. For example, if I support an organization that addresses world hunger, it is unlikely my family will ever benefit directly from that organization’s programs.

However, many organizations in the nonprofit world are a combination of both. For example, many people support public radio both because they directly benefit from it and because they believe that providing quality, in-depth news helps make the world a better place. Similarly, some people support the ACLU mostly because they believe in its mission, though they also acknowledge the possibility that they could benefit directly from it.

Most Unitarian Universalist congregations are, and should be, I think, a combination of both, and I acknowledge there always is a healthy balance and tension between this inward-facing orientation and outward facing orientation, between serving the needs of its own members and serving the needs of the wider world.

Sometimes congregations, however, lose this balance and tension. Usually what I see are congregations that are too focused on their internal needs. Yet occasionally what I see are congregations that focus too much on the needs of the outside world.

Keeping Everybody Happy (or Satisfying Individual Members’ Preferences)

An even bigger problem, I have observed, is congregations whose implicit mission becomes keeping everybody happy. They don't even just focus on serving their congregations spiritual and religious needs. Instead, they focus on serving their members' *preferences*.

What's the difference? Providing people with worship experiences that will inspire them to do good in the world is an example of serving a need. Singing or not singing particular hymns, using or not using particular words, lighting or not lighting candles of joy and sorrow is a preference.

In truth, though, some of these congregations aren't even focused on satisfying the preferences of 51% of a congregation's membership. Instead, they are focused on the individual preferences of a few - - perhaps individuals with the most informal influence, perhaps those who donate disproportionately, or most often, those who complain the loudest.

The result is a congregation that stays stuck in the past, unable to fulfill the spiritual and religious needs of the majority of its members or potential new members, and unable to serve the larger world.

Other De Facto Missions

I have observed that some congregations sometimes let other implicit or de facto missions guide them.

Here are some common ones:

Growth: For some congregations, the most important things are membership numbers and growth, following the idea that bigger is always better. It is true that research shows that bigger congregations usually serve their own members and the larger world better, but sometimes growth becomes an end in itself rather than a means to an end.

The budget: For some congregations, maintaining and supporting the budget seems to be the axis around which all decision making rotates.

The building: Some congregations of have an "edifice complex," and the whole congregation seems to be dedicated only to maintaining its physical infrastructure.

The staff: Some congregations become employment agencies and keep an underperforming minister, religious educator, music director, church administrator, or sexton on the payroll for years. On the other hand, some congregations revolve so much around the relationship with a charismatic religious leader's personality, they don't know who they are when that individual inevitably leaves the congregation.

A particular program or event: Often particular programs seem to become a congregation's *raison d'être*. For example, sometimes a congregation's whole reason for being seems to be to show off its music program. The congregation is more like a concert hall or performing arts

center than a church. Other times a particular event, like an annual rummage sale that has happened for decades, becomes overly important in a congregation's life, no matter how much staff time, volunteer time, or space it requires or how little money it actually makes.

All of the items listed above can be vital to a congregations life - - growth, the budget, the physical infrastructure, the staff, programs and special events. But all should be means to ends, means toward serving the congregation's larger mission.

The Biggest Mission Trap of All: Religious Community as De Facto Mission

Many Unitarian Universalist congregations include something about "creating community" when articulating their missions. However, Unitarian Universalists aren't the only ones to do this. The most common word in church names used to be "First" as in "First Unitarian Universalist Church of Happy Valley" or "First Baptist Church of Happy Valley." It is now "Community" as in "The Community Church of Happy Valley."

It's no wonder. Many people in American society are very lonely. More people live alone than ever before. With people working longer hours at their jobs, it's also harder to have friends or even get to know one's neighbors. And more people live farther away from their family of origins than in the past. This is especially true of Unitarian Universalists. With higher average levels of education, Unitarian Universalists, especially in the Pacific West, are more likely to have moved far away from the places they grew up than other Americans.

So many of us long for a place where we can get to know others and be known. We want to have a place in our life like the bar in the television show Cheers where "everybody knows your name."

There are so many touching stories of people discovering community at a Unitarian Universalist congregation as well, discovering for the very first time in their lives a place where people accepted them and cared for them exactly as they were.

Without a doubt, the caring community many people have discovered in Unitarian Universalists congregations has changed and even saved lives.

Yet there are several problems with having "creating community" as congregation's implicit or de facto mission.

When "community" is over-emphasized, it likely keeps a congregation small. Studies show that congregations in which people say the congregation "feels like a family" are the ones that are most unlikely to grow. This makes sense. A person can be born into a family, can be adopted into a family, or can marry into a family. Families rarely do a good job of incorporating strangers.

When congregations over-emphasize community in their mission, congregations usually also put a lot of energy into maintaining that community, which often means they never do something that might make somebody upset enough to leave, which often keeps the congregation from ever doing anything different. Related to this, these congregations are often unwilling to set limits on inappropriate or even harmful behavior.

(This might be called the shadow side of Universalism. Too often Unitarian Universalists wrongly assume that believing that all people are worthy of love also means that a congregation can't set limits on harmful behavior that is destructive to the wider community or kick somebody out if they can't follow norms of respectful behavior.)

While more folks are lonelier than ever before, there are also plenty of people who already have a sense of community in their lives. They already have close relationships with nearby family, neighbors, co-workers, and friends. Or perhaps they find community in one of the many other places it can be found in our society such as clubs or bowling leagues or art classes. What would a congregation that makes community its mission say to those people? Would it say, "We have nothing to offer you?"

There is a final problem worth mentioning in congregations that over-emphasize community.

The Unitarian Universalist minister Kendyl Gibbons says, "Real community is not an end in itself. Rather, it is a byproduct of people working together toward shared goals."

Without some shared goal or common purpose, there is the strong possibility that a congregation will simply become a "lifestyle enclave." This term was coined by the sociologist Robert Bellah in his book *Habits of the Heart* and refers to people who belong to a similar demographic, but don't share a commitment to some larger shared purpose or goal. Among Unitarian Universalists, this often means a community of people who are predominantly older, female, white (and usually with family origins in northern European rather than southern or eastern Europe), well-educated, financially well off, politically liberal, and skeptical or even disdainful of traditional religious belief (though rather unsure about what they really do believe or what commitments they might make because of those beliefs.)

"Lifestyle enclaves" can be wonderful places. In them, people often instantly feel at home (or at least those who match the dominant demographic do). Conversation is easy and interesting. People are friendly to each other and seem to care about each other. Yet the bonds between people in lifestyle enclaves and people's commitment to them are ultimately weak. Lifestyle enclaves do not call people to some higher purpose. People are rarely transformed in any significant way because of their participation in a lifestyle enclave. People aren't willing to sacrifice for a lifestyle enclave, and when life in the enclave becomes difficult, people are more likely to walk away than work things out.

In a community that is mission-centered, on the other hand, people don't always feel as immediately at home. They are attracted by the community's shared purpose, but there are also more people who are different from them and who may even believe different things. Conversation can be awkward. Relationships form more slowly. Yet ultimately they are stronger because they are built around a shared purpose and the bonding experiences of working together toward that shared purpose. People are strongly committed to the community and are willing to sacrifice for it. When life in community becomes difficult, people are more likely to stay at the table because something really important is at stake.

"Creating caring community" should always be a part of any congregation's life, but if it becomes the end-all-be-all for any congregation, paradoxically, many members will most likely never experience the very thing they most seek.

Additional Resources:

Video: "Start with Why: How Great Leaders Inspire Action"

https://youtu.be/u4ZoJKF_VuA

Article: "Who Owns Your Congregation" by Dan Hotchkiss

<https://www.uuworld.org/articles/who-owns-congregation>

Video: "Accountability to Mission" by Melissa Carvill-Ziemer

<https://youtu.be/FJ90F4f-F90> (the first part of this video is about small group ministries and Theme based ministry. The Mission part starts about 3:10)

Article: "Religious Community is Not Enough" by Tom Schade

<https://www.uuworld.org/articles/religious-community-not-enough>)

Video: Virtual Reality Church Video on YouTube (https://youtu.be/R_bkNkrWdz8) (All about meeting people's individual's preferences...humorous!)

Questions/Activities for Zoom Calls:

- Does your congregation have a mission statement, a vision statement, a covenant, a strategic plan, or annual goals? How are they used? Are they used to guide decision making, budgeting, staffing, or evaluation? Can you tell your group a short story about how one of these documents helped a congregation (or group thereof) make a decision? Do you know your congregation's mission statement, if you have one?

- How much is your congregation's mission inward facing? How much is it outward facing?
- Does your congregation have an implicit mission or de facto mission different than its explicit mission? How would you describe this implicit or de facto mission?
- What would it look like for your congregation to become more mission centered or mission focussed?