

East Shore Unitarian Church

Meeting of the Board of Trustees

March 22, 2023 Board Packet

Our East Shore Unitarian Church Board Covenant

Board Covenant:

We covenant to hold the Eight Principles of Unitarian Universalism, the Mission of ESUC, and the ESUC Right Relations Covenant as the umbrella for our own covenant and guidelines. We recognize that how we hold and treat each other and the congregation is the spiritual ground from which grow the actions and decisions that support the health and welfare of the church now and in the future. We aspire to lead by example, filled with good will for those present and all members of the community. We commit to empowering all congregants, calling on their strengths and contributions for the greater good. We hold ourselves accountable to practicing this living covenant and the following guidelines, changing them when called to, and should we break this promise, we agree to engage with Right Relations to address repair.

Our agreements are listed in Appendix F.

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Agenda

Facilitator: **Signe Lalish**,
 Timekeeper: **Evelyn Smith**
 Process Observer: **Rebecca Chatfield**
 Tech Helper: **Nicole Duff**

Land Acknowledgement

We, at East Shore Unitarian Church, acknowledge that this land is the traditional territory of Coast Salish peoples. We recognize the impact of settler colonialism and pledge to nurture our relationship with our indigenous neighbors. Their ways and understanding will guide us as we work to restore and sustain their homelands upon which we all depend.

Mission and Vision

We practice love, explore spirituality, build community, and promote justice. (approved March 2017)

AGENDA

OPENING – 4:00

Call to Order

Signe Lalish

Chalice Lighting and Reading

Maury Edwards

Read East Shore Mission Statement

all

Check-In (say one word about someone who has really influenced you at this church in a positive way and then later I challenge you to go tell them personally how you feel in more detail).

all

CONSENT AGENDA – 4:10

See below on page 4

DISCUSSION TOPICS – 4:15

4:15 White Supremacy Culture Work

Louise

Wilkinson

4:30 Create a work group for the open question regarding healing and trust in the congregation

Martin Cox;

Grace Colton

4:40 Discuss draft bylaws/policy changes regarding membership

Grace Colton

5:00 Board covenant Review

Evelyn/Rebecca

5:10 What needs to be pro-actively communicated to the Congregation from tonight's meeting?

Signe Lalish

BREAK 5:20

CLOSING – 5:25

5:25 Process Observer Review

Rebecca Chatfield

Closing Questions for all:

1. How did we do spiritually and relationally?

2. Do I want to recognize anyone, including yourself?

3. Is there anything that needs repair? 🗑️?

Notes from the Process Observer

5:40 Closing Reading

Signe Lalish

5:43 Dismissal

Signe Lalish

EXECUTIVE SESSION – 5:45

5:45 Holly House Update?

Craig Nelsen

5:50 Update on BOT nominations for June

Ryam Hill

March Consent Agenda Voting Items

1) Consent agenda

- Approve the February BOT minutes Maury Edwards
- Move to establish a minister reserve fund, to be funded through annual additions from the operating fund and designated donations, beginning 1/1/2024.

Geri Kennedy

- Move to establish a building reserve fund to be funded through annual additions from the operating fund and designated donations beginning 1/1/24 and to approve the Building Fund Mission Statement.

Geri

Kennedy

- Move in accordance with Amendment Board Policy, to amend Section 2.11, #9, 1,2&3 as follows: 2.11 #9.1 delete; 2.11#9.2 amend to require 2 authorized signers on all checks \$5,000 or over; 2.11 #9.3 delete.

Geri Kennedy

- Approve New board meeting date and time for March 22nd 4-6pm, the 4th Tuesday of April and May 2023 from 4-6pm.

David

Langrock and Signe Lalish

- Move that Policy and Governance be appointed to create a team to work with the President to Organize the Congregational Meeting for June 11th 2023.

Signe Lalish

March Board Reports

Minister's Report – Reverenda Maria Cristina Vlassidis

No report submitted

President's Report – Signe Lalish-Menagh

We had to say Goodbye to our Secretary, Ann Carlstrom; A beacon of positivity. She had to leave due to family medical reasons but she reports that her and Bill are doing much better now. We'll miss her as a valuable member of the team but so grateful that her family is on the mend. Graciously, Maury Edwards has agreed to step in as our new Secretary until June 2023! Thank you so much, Maury for helping us out in a pinch. We are so glad to have you as a member of the Board again.

The April and May Board meeting will take place on the 4th Tuesday from 4pm-6pm. Apologies for the miscommunication in my last board report. Please take note in your calendars and watch for an eblast with the same information.

Moving forward, I highly encourage us to make these dates for the whole year as quickly as we can. Let us not wait until the new Board has been elected in June as this process has shown us that it took considerable time to come up with a date. If we wait, we may end up without a Board meeting in June and July which would put us in a bit of a pickle as that is a legal requirement that we meet once a month. I propose that we get names of potential new Board candidates to coordinate dates and times from the nominating committee, to incorporate into our schedule for the new Board year and get it solidified as well as a date and time for the Board Retreat so there is time to plan for it. Please look for an email about this issue to try to resolve it offline or it will need to be brought up on the April agenda.

I know Amanda is always on the lookout for more volunteers for childcare and various other programs, so if you know anyone who might be interested or can lend a hand yourself please contact Amanda Alice. Thanks!

Respectfully Submitted,

Signe Lalish-Menagh

Vice President's Report – David Langrock

No report submitted

Treasurer’s Report for March 2023

Note – I will be on the East Coast next week – it will be 7:00 there, so I will strive not to have any conflicting activities at that time.

I will begin with the 3 items on the consent agenda that I proposed. Please let me know if you have questions prior to the meeting.

1. Establishment of a Minister Expense Reserve Fund

Over the past few years there have been substantial expense related to changes in ministers. Expenses for things such as search, severance, moving, installations, interns, etc. are periodic, but inevitable. The establishment of a reserve fund for these type of expenses would spread the costs over all the congregants over time, rather than just those who are around when the event happens. It is proposed to establish a separate fund beginning with the 2024 budget with additions each year in order to build up a balance to cover these costs. A beginning spreadsheet is attached. This has been reviewed by the Finance Committee. The timings shown on the spreadsheet are estimated and would be adjusted as needed.

2. Establishment of Building (Capital) Reserve Fund and adoption of Mission Statement for same.

We have a member who has offered to donate \$24,000 to get a Capital Reserve Fund started. She wanted to be assured that there would be a mission statement in place to be certain that the funds would be used for building reserve type expenses.

These funds will appear on the balance sheet and Finance has agreed that they should be held in the BECU savings account so they are fully separated from the general operating funds.

Beginning with the 2024 budget, an amount of pledge donations and other income will be allocated to the reserve fund. This balance will eventually grow to be able to cover replacement and other major building expenses. The mission statement has been reviewed by the Finance and Stewardship folks and is as follows:

Capital Reserve Fund – Mission, Vision and Purpose

Financial stability is critical and foundational to everything we do and wish to accomplish at East Shore Unitarian Church. Having financial stability is not only responsible stewardship, but it also allows us to sustainably do good works. If we are unable to take care of our own long-term operations and our property, we will not have the ability to influence and effect change in the wider community.

In order to assure financial stability, a Capital Reserve Fund (CRF) has been established. The CRF shall handle major planned expenses over the long term. A calendar based on a

combination of experience and periodic professional reserve studies covering between 10 & 20 years shall be maintained. The endowment fund would be a back-up for emergency or unanticipated major repairs or renovations.

Second only to our congregants, our beautiful campus is critical to achieving our overall mission and vision.

The CRF will be sustained through annual contributions from the Operating Budget along with special designated donations. CRF monies shall be designated on the Balance Sheet, but need not be held in a separate bank or brokerage account, although that is not proscribed.

The establishment of a CRF, in conjunction with the existing Endowment Fund allows ESUC to spread periodic major expenses across every year. In this way congregants over the years to will contribute during their time, when they enjoyed the use of the campus. It helps to avoid the need for capital campaigns which fall on only those congregants present during the particular time of need.

The CRF is intended to be a separate fund to finance major repairs, replacements and improvements. Withdrawals from the Capital Fund for eligible repairs, replacements, or improvements of the physical plant as determined by the DFO to be fiscally prudent may be made with the approval by the Board of Trustees. The CRF shall not be used for ordinary maintenance expenses.

3. Changes to Board Policies Section 2.11, #9, 1,2&3:

The current policy, Section 2.11 Financial Condition and Activity, #9 items 1, 2, &3 are as follows:

1. "All disbursements must be within board approved budget levels."

There is no further information -

Does it apply to year to date or month to date?

What happens if there is an emergency and payment must be made?

Each month, there are a number of folks reviewing the financials – Treasurer, Finance Team, Stewardship Committee and the Board. Rebecca always brings items of importance to our attention. P&G is currently working on a ByLaw amendment to determine when budget issues need to be brought to the attention of the congregation and when a new budget would be needed for a congregational vote.

I suggest deleting this 2.11 item 1.

2. "Up to \$10,000, checks will be signed by 2 authorized signers."

This is not always followed due to Covid, folks not available for various reasons, urgent issues, etc. Both Rebecca and I have violated this policy since last July - I cannot speak for prior times. There are very few check that reach the \$10,000 threshold.

By reducing the threshold for dual signatures to \$5,000 or more, delays in getting payments out while awaiting the second signature will be avoided and it will be less time and special trips for the second signer to deal with. A copy of the check register or transaction list will be provided monthly for review by the Finance Team.
New language: **Checks of \$5,000 or more will be require 2 authorized signers.**

3. "Checks over \$10,000 shall be signed by either Board President, V. President or Treasurer and a SLT member."

Checks can only be signed by those whose signatures are on the bank signature card. At present that is President, V. President, Treasurer and DFO. In the past the minister has also been a signer. If we adhere to the change in #2, there will always be 2 signers over \$5,000 so this is redundant.

I suggest deleting 2.11 item 3.

The February financial statements look good. We remain in the black year to date. Rebecca is continuing to refine the statements and processes to streamline the bookkeeping tasks. This includes setting up some automatic payments and other electronic payment options to minimize the need for so many paper checks.

You will note that on the balance sheet we are tracking Holly House related costs, in addition to attorney fees, the utility and other incidental costs. Finance also agreed that the upcoming engineering costs should be included on the attorney fee line. You may recall that the board approved up to \$25,000 in additional attorney's fees and about \$12,000 of that has been spent since that motion.

The loss of Holly House Rental income is about \$16,000 per year. The need to find new sources of rental income is important and Rebecca, Diane and the SLT are working on that. As you know the option of renting to the previous school was withdrawn by the potential renters. It would be good to explore the options of renting that space during the week when there is minimal East Shore usage in future.

UUFRC
Ministry Reserve Cash Flow (Option C)

Year	Annual Deposit	Balance Forward	Current Year Total Expense Estimated Cost Assumed Frequency (Year Last Occurrence)	Ending Balance	New Minister Search \$6,000 7 2022	Interim & Settled Moving Exp 30,000 7 2022	Retirement / Ordination / Installation 7 2023	Sabbatical 6 mo Sunday Service Guest 4-7 yr	Intern Minister \$3500*9 with benes	Emergency Return From Vacation \$2,000 10 N/A	Sick Leave up to 90 days- Guest Speakers \$385*9 7	Dismissal 3 mo plus vacation
2024	8,000	-	-	8,000								
2025	8,000	8,000	-	16,000								
2026	8,500	16,000	-	24,500								
2027	8,500	24,500	-	33,000								
2028	9,000	33,000	-	42,000								
2029	9,000	42,000	6,000	45,000				6000				
2030	9,500	45,000	34,965	19,535					31,500		3,465	
2031	9,500	19,535	22,000	7,035	6,000	16,000						
2032	10,000	7,035	-	17,035								
2033	10,000	17,035	18,000	9,035		16,000				2,000		
2034	10,500	9,035	48,000	(28,465)			3,000					45,000
2035	10,500	(28,465)	31,500	(49,465)					31,500			
2036	11,000	(49,465)	6,000	(44,465)				6,000				
2037	11,000	(44,465)	3,465	(36,930)							3,465	
2038	11,000	(36,930)	22,000	(47,930)	6,000	15,000	1,000					
2039	11,000	(47,930)	-	(36,930)								
2040	11,000	(36,930)	15,000	(40,930)		15,000						
2041	11,000	(40,930)	34,500	(64,430)			3,000		31,500			
2042	11,000	(64,430)	6,000	(59,430)				6,000				

Descriptions:

Sabbatical: 1month per year earned - take between 4 & 7 years-max 6 months in one year. Covers Sunday speakers while minister is gone

Dismissal: 3 months salary plus accrued vacation

New Minister Search: Expenses related to finding new minister . Would include travel for potential minister to speak locally and then candidating week

Moving Expenses: Expense of moving one interim minister and the settled minister.

Intern Minister: assumes no intern in the immediate future - amount based on UUA recommendation at present

Ministerial Events - includes farewell parties, installations, ordinations

All timing is estimated - if the event does not happen during the scheduled year, numbers are moved forward. For this reason, the negative numbers in later years may not occur

Gerri Kennedy

Director Of Finance and Operations Report – Rebecca Chatfield

DFO’s Report - Rebecca Chatfield

22 March 2023

Repairs Needed for Rotted Exterior Structural Beams - Sanctuary

Outside on the South side of the Sanctuary Building are two large structural beams that extend past the roofline. Over time the exposed portions of these outdoor beams decayed from inevitable water intrusions and subsequent rot. One beam sagged a few inches and many thanks to the Facilities Team for handling the temporary repair. Fortunately this is not an

urgent situation and the Sanctuary building as a whole is not in immediate danger. The problem looks relatively contained. We can take several months to evaluate designs for a replacement support structures on the South side of the building. This week a contractor using a structural engineer came out to assess the scope of repair. We have more appointments lined up so we can get multiple bids to establish costs. The shorter but similar glulam beams on the North side of the Sanctuary where weather more directly impacts the building were replaced 20+ years ago from water intrusion issues. As potential costs & timeframe for repair of the South side beams are established I will keep the Board informed.

Assessments on Room Usage for Potential Fresh Income

Investigation continues for potential income sources of renting out underutilized spaces on campus, particularly in the Education building which is largely unused all week long. Mapping out our usage patterns has begun and will take a new focus going forward for me and for Dianne Upton, Facilities Manager. As the opportunities arise I will continue to work with Facilities Team and with SLT to evaluate new options and discuss how to best move forward.

Eastside Audubon approached us with interest in one room (E101, the first room on the right in the Education Building) as an office space. Eastside Audubon would be low-impact occupants and also bring in additional income from renting Spring Hall for monthly lectures. Our respective organizational missions see good alignment. Pursuing this possibility now!

Also, I would like the Board to know I was contacted by a commercial broker who specializes in finding long-term school tenants for churches with under-utilized spaces. The Education building is suitable for a school or other nonprofit tenant. Using an experienced broker might be a reasonable choice here to find new prospects. The broker was optimistic that he could find us a tenant paying in the \$10K per month range for a shared-use situation in the Education Building, although it would take some discernment to find the right match for East Shore and to set up a favorable lease. It's good to know that leases with schools typically have 5-10 year timeframes so that would be a big commitment by East Shore. If the Board would like to receive more information I would be happy to further pursue this angle.

Financial Statements – February 2023

See provided financial statements included below. Detailed reports are readily available. February 2023 financial statements are at the end of this report. Balances in all accounts are documented with appropriate reconciliations. The highlights:

- Income (\$78,960) very slightly exceeded Expenses (\$78,203) for February.
- Endowment Equities account balance is \$961,463. Market went down.

- Endowment Fixed (operating reserve) balance is \$121,910. Reduced by Endowment draw.
- The amount owed on the mortgage on the Education Building is \$393,421.26
- The Q1 Endowment draw was \$18,575.
- Higher than budgeted rental income in February.
- Seabeck registration opened so there is a temporary surge of income from that.

Miscellaneous Finance, Bookkeeping and Banking Items

- Reviewed incoming pledge renewals for 2023 budget year. Sent Nicole lists of ACH collections.
- Set up Capital Reserve Fund in Chart of Accounts and assigned GL codes. Communicated with member who is donating the initial seed money for this fund.
- Updated health premiums for one staff member who changed benefits.
- Followed up on event registrations in Realm and tracked down failed transactions.
- Endowment Q1 allocation of \$18,875 booked into Operating fund.
- Took additional training on UUA's new retirement plan administration and set up online portal for autopay of UUA retirement contributions.
- Set up online portal for billing access and auto-pay of UUA health plan premiums.
- Latest Holly House attorney bill shared with Holly House Task Force and paid.
- Signed contract for site feasibility work for Holly House easements and boundaries review.
- Holly House carrying cost expenses moved to Balance sheet for long-term tracking.

Other DFO Work Projects

- Arranged inspection of Sanctuary building beams to uncover extent of damage.
- Continued conversations about potential tenants in the Education building including new interest from Eastside Audubon.
- Took final training sessions with Realm trainer for software migration.
- Reviewed potential bylaws & policies changes from Policy & Governance.
- Identified new HVAC vendor with better service & rates. New vendor is BIPOC-owned.
- Meetings with Dianne about upcoming facilities repairs and projects.
- Sent P&G a list of ministry teams with budgets.
- Reviewed market status report from Endowment fund advisors, Greene Wealth.
- Emails from members and conversations with SLT members about East Shore's masking policy.
- Reviewed how to be the Process Observer for next Board meeting.
- Submitted DFO evaluation documents to the SLT Evaluation Task Force: self-evaluation, job description, goals, Annual Tasks, new UUA salary guidelines.

- Finished staff evaluations for my direct reports Dianne Upton and Celil Cakmak.
- Reviewed the Mission Fund Drive letter wording from Nicole.
- Meetings: Staff, Board, Exec Committee, SLT, Finance Team, Financial Stewardship/Endowment, Facilities Team, Holly House Task Force, UUA Large Church DFOs.

Facilities Maintenance, Repairs, and Upgrades

Dianne Upton, Facilities Manager, reports that the following work done on campus. Ongoing gratitude for Celil Cakmak who identifies and handles small repairs and upgrades around campus. Celil has saved the church a lot of money over the years using his skills!

- HVAC repair in Music Building by Five Star.
- Celil painted new stripes in lower parking lot and repaired coffee brewer in North Room kitchen.
- Celil continues washing windows in Education building.
- Celil repaired and painted broken concrete in front of Education building.
- Met with contractor providing bid for cracked beam on Sanctuary building and seeking additional contractors for bids.

And Dianne also reports on events-related coordination.

- Met with Nicole to discuss revised event request online form for member use.
- Arrangements for May 6 memorial service with Scharr family.
- Prepared Rental Agreements for piano recital, Ryther Spring classes
- Met with renters for event planning- City of Bellevue manager, recital renter.
- Overtime hours for on-site staffing: Lummi event, March 11 Memorial, WP movie night.
- Arrangements for Campus Aesthetics Team to hang new show in Sanctuary foyer.
- Arranged Zoom log-ins for various upcoming classes and events.
- Updated RE calendar reservations for winter and spring.
- Arrangements and building use briefing for Men’s Support Group returning to campus.
- Worked with Cecelia Hayes to plan for March 26 educational program.
- Met with Caroline Haessly regarding kitchen team updates and progress (we are very fortunate to have such a dedicated volunteer to do this essential work).

Here are the monthly financial statements.

East Shore Unitarian Church
Statement of Financial Position

As of: Feb 28th 2023

Assets

Cash

1010 Checking - Chase	97,864.43
1025 Savings - BECU	34.35
1090 Petty Cash	200.00

Total Cash	98,098.78
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Investments

1130 Stock Donations - Schwab	80.99
1140 Endowment - Schwab 8692	121,910.42
1170 Endowment Schwab 7213	961,462.90

Total Investments	1,083,454.31
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HH Sale Expense Receivable

1420 HH Sale Exp Rcvable - Attorney	185,325.81
1421 HH Sale Exp Rcvable - Carrying Costs	1,204.41

Total HH Sale Expense Receivable	186,530.22
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Total Assets	\$ 1,368,083.31
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Liabilities & Net Assets

Liabilities

Long Term Liability

2720 Damage Deposits - LT Rentals	2,750.00
2750 Building Loan	393,421.26

Total Long Term Liability	396,171.26
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Total Liabilities	396,171.26
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Net Assets

3000 Operating Fund Balance	(111,461.27)
3100 Designated Fund Balance	1,083,373.32

Total Net Assets	971,912.05
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Total Liabilities & Net Assets	\$ 1,368,083.31
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East Shore Unitarian Church
Statement of Activities - Summary

Date Range: Feb 1st 2023 - Feb 28th 2023 | Filtered by: Fund

Accounts	Actual Feb 01, 2023 - Feb 28, 2023	Budget Feb 01, 2023 - Feb 28, 2023	Actual This Year Year to Date	Annual Budget This Year Year
Revenues				
Income - Donations	34,195.27	53,366.67	154,388.21	799,500.00
Income - Facilities Rentals	14,945.00	13,188.33	27,790.00	227,000.00
Income - Events & Pgms	10,650.00	11,100.00	13,958.00	104,700.00
Income - Other	19,044.59	50.00	19,212.01	76,100.00
Income - Fundraising	125.00	0.00	49,884.00	47,500.00
Total Revenues	\$ 78,959.86	\$ 77,705.00	\$ 265,232.22	\$ 1,254,800.00
Expenses				
Wages	45,512.12	48,863.17	94,721.95	586,358.00
Payroll Employer Portion	9,258.52	12,604.92	20,682.76	151,259.00
Professional Expenses	1,186.23	2,191.01	1,994.13	26,292.00
Contract Workers	1,265.57	1,189.58	2,035.57	14,275.00
Program Expense	1,281.55	2,972.51	3,475.97	115,570.00
Utilities	4,426.66	3,250.00	7,488.30	39,000.00
Facilities Expense	1,126.90	5,591.65	8,338.48	79,600.00
Business Expense	3,092.27	4,880.35	6,322.99	76,400.00
Office Expense	1,582.74	3,208.34	3,825.89	39,500.00
Fundraising Expense	0.00	916.67	0.00	12,900.00
Building Loan Expense	9,470.45	9,470.50	18,940.90	113,646.00
Total Expenses	\$ 78,203.01	\$ 95,138.70	\$ 167,826.94	\$ 1,254,800.00
Net Total	\$ 756.85	(\$ 17,433.70)	\$ 97,405.28	\$ 0.00

[Director of Religious Education’s Report – amanda alice uluhan](#)

March 2023 Report to the Board of Trustees

Director of Religious Education for Children and Youth

Amanda Alice Uluhan

Dates Covered: February 16, 2023 – March 14, 2023

“One of the things I love most about Unitarian Universalism, is that we’re anchored in values, not fear.” ~Parent in the Sexuality Education form.

East Shore’s Family ministry programs have increased attendance and participation of families and youth to over two times this same month of last year. We are about 2/3 of the way to

achieving pre-pandemic attendance numbers. Our registration numbers are about the same (60) in part because of all the work emphasizing that each student is required to have registration and making it a simple and accessible process. Visitors every week are being integrated into our programs. People are making connections! The family ministry programs are an important gateway into the larger community. We underscore the values and practices of Unitarian Universalism, including community building, antiracism/anti-oppression/multiculturalism, restorative justice, and youth development. In all our work, I am hopeful that there continue to be connections for family and youth in the larger congregation. We are but a community of communities. All of Us means All of Us

Family Ministry Programs

Mental health is an ongoing epidemic in youth and I meet regularly with parents for resources, support, and self-care and always make myself available.

Little Uus Nursery – Ages 1-5 Religious Education – 7 students

Our students are having a fun time playing in their lovely classroom, learning some new songs, and getting to know each other! It's great to see a new cohort of Little Uus families forming!

SpiritMakers Elementary – Ages 5-12 Religious Education – 21 students

Our students are working on a collaborative art project to submit to the ["Rainbow on the eastside: pride art show"](#)

Our Whole Lives – Ages 9-12 Comprehensive Sexuality Education – 13 students

This class is an amazing age group to work with sexuality education. We have gender, racial, and class diversity amongst our students, and teachers and parents are committed to navigating challenges and creating successful learning and connection opportunities for the group.

Our Whole Lives – Ages 12-14 Comprehensive Sexuality Education – 9 students

Parent-Teacher meeting in early March to support community building and connection. These quarterly meetings have proved to be not only supportive and constructive for the teacher-youth relationships and class cohesion, but also for the parent bonding.

Youth @ East Shore Y@ES! – Ages 13-18 Senior High Youth Group – 6 students

Youth participated in a community service project cooking chili and cornbread for the Congregations for the Homeless shelter in North Bellevue. It was a great experience, providing opportunities for practical skill building as well as contributing to the social good. It cost around \$200. Because it was unbudgeted, I expect to reach out to the congregation here at East Shore and gather more support to continue the meal project.

Parent's Forum on Sexuality 3/12 – 20 parents

Discussion of social media and sexuality. This was the second forum for parents and there was a robust discussion including topics of race, gender, consent, and mental health. There is a lot of opportunity to continue growing parent connections and community. I was completely revitalized.

Worship

RE staff continue to support Reverend Maria Cristina in worship with stories, resources, speakers, and ideas for themes. We appreciate all the ways that we can contribute, and all the ways our new minister is taking initiative to create meaningful relationships and opportunities with families and youth herself. It speaks volumes to the importance of community building and multiple connection points that can really help make congregations come alive.

I also received feedback from ushers that they need more clarity around RE programming on any given Sunday. I have worked with LeAnne and Nicole to create a new quarterly “cheat sheet” which instructs families to which class, based on the age of their child. I love getting feedback about how I can help make East Shore more accessible to families. It really takes a village.

Program Development

I have consulted with several DREs nationally and learn more about shared space agreements and managing RE programs in shared classrooms. Many congregations have given away (either rented or otherwise) the RE spaces to the point that the RE programs – and thus the membership of families and youth - suffer. Understanding how that happens is important. Just as useful is recognizing where flexibility has worked and sharing space has gone well. I pray that when we encounter change or new opportunities, we can consider the steep learning curve ahead, and approach these challenges with open minds, open hearts, and helping hands.

Professional Development

- ["More than Pronouns: Creating Affirming Spaces during Positive Prevention Plus"](#)
- [Talking is Power - Healthy Native Youth's Community of Practice call](#)
- I meet with local LREDA colleagues to network and rebuild youth programs.

Respectfully submitted,

Amanda Alice Uluhan (she/they)

Credentialed Religious Educator

[Director of Membership Development Report- Nicole Duff](#)

Report from Director of Membership Development

March 2023

Worship Numbers

2023 *

- February 5: 122
- February 12: 159
- February 19: 128
- February 26: 98

2022 *

- February 6: 93
- February 13: 77
- February 20: 68
- February 27: 76

* Attendance calculated by adding 25% to Zoom logins, plus in person when applicable.

Membership

Current Membership: 336

- Passed Away: Bob Lewis (3/12/23)

Pledging Friends: 43

On Pathway: 20

Visitor Attendance:

- February 5: 23
- February 12: 26
- February 19:
- February 26:

Membership Teams & Responsibilities

Beloved Conversations Among Task Force

The Among Task Force continues to meet twice a month. We hold meeting as a full group to work on big picture items. The other meeting is broken into the two groups: Membership & Welcoming and Governance. Membership & Welcoming is working on developing a new Membership team including what it would look like and how they can work together with volunteers to support individuals from their first visit, through membership, until they leave – hopefully decades later! Governance is looking at how to inspire new leaders in the congregation, what needs to change to make space for new types of leaders.

The 8th Principle

The 8th Principle group has made a delegate nomination form found here:

<https://forms.gle/QWh8PHRdhzUuHJmw5> So far 4 people have responded to the

questionnaire. The group is also leading a discussion on Article II to help better inform our

members of these changes that will be on the ballot at General Assembly this summer. It is sensitive work and I commend this team for taking it on. Many congregations are still in the dark on this topic.

Auction

Nothing new to report.

Membership & Coffee Hour & Technology

Volunteerism seems to be waning on helping with welcoming, ushering, and coffee: <https://www.signupgenius.com/go/4090f4aa9a72fa0fc1-usher> Any help in taking a shift or encouraging others would be greatly appreciated.

Outreach & Website

Nothing new to report at this time.

Seabeck

As of March 16, 113 people are registered to attend Seabeck! These are positive numbers! One change this year that helps make Seabeck more inclusive and welcoming is that we increased the price for those who wish to stay in the brand new Pines building. This allowed us to lower the rates for Tier 3 housing – primarily used by families. Thanks to our Dean, David Langrock, for bringing this to our attention and making that change. Spaces are still open and there is also space to volunteer and share your gifts.

<https://onrealm.org/esuc/PublicRegistrations/Event?linkString=ZiQ3ZTZjNDItYTBhNC00NWI1LWl1YTgtYWY4MjAxOGFiOTg2> Here are some fun stats!

- 68 people from East Shore!
- Of those, 7 have never been to Seabeck!
- Also from East Shore: 7 Children, 4 Young Adults

Welcoming Congregations

The Transforming Hearts class is leading to some really rich conversations. I believe this should be a yearly offering. Thank you to the room facilitators: LeAnne Struble, Erika Kirkendall, Grace Colton, David Langrock, Marcy Langrock, Louise Wilkinson, Rev. Maria Cristina and Nicole Duff. The group is looking into building a relationship with PFLAG Bellevue and hope to recommend them for a Share the Plate, the last piece of the requirements to complete our Welcoming Congregations renewal.

Women's Perspective

Registration is now open for the WP Retreat!

<https://onrealm.org/esuc/PublicRegistrations/Event?linkString=ZTc2YjMxZjQtZGRkNy00N2Y2LWJlMDgtYWZlNDhNzE0ZDNI> We currently have 31 people registered and more inquiring. I was excited to help some new visitors to register!

Mission Fund Drive 2023 (part 1)

Thank you to Geri Kennedy for her testimonial! We have seen a few pledge cards coming in. I will be working with Rebecca Chatfield on how to best track and report the numbers as the transition makes it challenging. If you missed the service, I strongly recommend listening! <https://esuc.org/event/being-a-good-ancestor/>

Communications & Social Media Metrics

Yelp for February 2023

18 Yelp Visits
2 User Leads
2 Website Visits
287 Impressions

Google My Business Report for February 2023

1,970 Profile Views
132 Asked for Directions
222 Visited Our Site
9 Called us

Google Search Console for February 2023

688 Clicks from Google
Top Performing Pages

- www.esuc.org (175)
- esuc.org (105)
- <https://esuc.org/wp-content/uploads/2017/05/Racism-is-a-system.pdf> (28)\

ESUC.org Analytics for February 2023

1,543 Users
1,390 New Users
2,222 Sessions
4,700 Page Views
1:54 Average Session
34.09% use mobile, 1.62% use tablet
User Acquisition

- 51.6% Direct
- 39.9% Organic
- 8.4% Other

Facebook: 970 Followers
Instagram: 264 Followers
Twitter: 60 Followers

UUAMP Work

In my work with the UU Association of Membership Professionals (UUAMP), I recently recorded several videos that will be turned into a series on “Tending to Congregational Life” for the UU Institute and LeaderLab. I look forward to sharing the final work with East Shore.

Respectfully Submitted by Nicole Duff, Director of Membership Development

[Policy and Governance Committee- Grace Colton](#)

See Appendices B-E

[Personnel Committee – Author](#)

No report submitted

[Right Relations Committee – Louise Wilkinson](#)

The Right Relations Team is continuing dialogues with Rev. Maria Cristina to build the connection that will enable collaboration around healing at East Shore. We are shaping plans for building relationships with the teams, committees, and task forces in the church to expand the culture of listening and healing.

Five members of the Right Relations Team are taking the UUA Right Relations Team training, as well as one non-team member of the church. The training sessions are profound and creating deep dialogue.

The Community Circles continue, focusing on topics central to the congregation. Our recent circles focused on a multicultural church and radical welcoming. This month, on March 25, we will focus on the impact of patriarchy. Circles are on the 4th Saturday of the month at 10:00 a.m. We encourage you to attend!

APPENDICES

[Appendix A: Previous Board of Trustees Meeting Minutes](#)

East Shore Unitarian Church

Board of Trustees Meeting Minutes

February 23, 2023

The meeting was called to order at 4:06.

Present: Signe Lalish, David Langrock, Geri Kennedy, Martin Cox, Evelyn Smith, Louise Wilkinson.

SLT – Nicole Duff, Rebecca Chatfield, amanda alice uluhan. Rev. Maria Cristina.

Visitors – Missy Poirer, Trish Hunter, Grace Colton, Laurie Wick,, Mike Radow, Ann Fletcher.

Consent Agenda:

Approval of January Minutes

Approval of use of minister professional expenses for minister installation expenses.

It was moved, seconded and passed unanimously to approve the Consent Agenda items.

Business:

1. It was moved, seconded and passed unanimously to “accrue expenses exclusively for Holly House” on the balance sheet.

It was moved seconded and passed unanimously to “notify the congregation, in accordance with the policies, at least 10 days in advance of the March Board meeting of the possibility of amendments to Policy Article 2.11, Sections 9 - #'s 1, 2 & 3.

2. Debrief of the experience of the potential tenant.

3. Discussion of how we want to handle similar situations in the future.

Following discussion of items 2 & 3, Martin had 2 questions for the Board: 1. Do we need additional policy to help govern the acceptability of future tenants and would that eliminate the need for additional communication? 2. Does the Board need to consider better ways to communicate?

4. What needs to be pro-actively communicated to the Congregation?

It was agreed that ideas would be shared for future discussion.

There being no further business and following Evelyn’s Process Observer Review, the meeting was adjourned at 6:00pm. There was no Executive Session.

Respectfully submitted, Geri Kennedy, on behalf of Ann Carlstrom.

[Appendix B](#) **Summary of proposed new Article V and associated new policies 2.22 and 2.23**

Motion: Policy & Governance Committee asks that the Board approve a revision of Bylaw Article V, at their March meeting. After approval, P&G would host information sessions to discuss Article V and policies 2.22 and 2.23 with the congregation before the June congregational meeting vote on them. We also ask that the companion new policy sections 2.22 and 2.23 that flow from Article V be discussed by the Board and approval be given at the March meeting for notifying the congregation of a formal April Board vote to accept the policies for implementation after the revised Article V is approved by the Congregation. End of Motion.

The Bylaws Task Force of the Policy & Governance Committee used a systematic process to review the Bylaws and create the Policies. That process is described in separate page of this submission.

Article V covers membership. A revision is being presented to the Board as a package with related policies because there are significant changes being proposed to Article V. The qualifications, responsibilities, privileges, resignation and removal of membership are covered in Article V. There are currently no existing policies related to membership. In keeping with P&G's process, we removed details from the current bylaws and put them in 2 new policy sections. P&G's Bylaw Task Force worked closely with Nicole Duff, Director of Membership, on the Bylaw and policy changes.

The most significant changes are:

- 1) No longer requiring a financial contribution in order to become a member. This is recommended in order to be the most welcoming we can be by avoiding elitism based on affordability and eliminating a perceived barrier to engaging with East Shore.
- 2) Age to become a member is lowered to 14 years old because emerging adults are capable of having more responsibilities in our modern society and in the UU world. Many religious and societal benchmarks are at 14 years old.
- 3) Age to be on the Board as Trustee lowered to 16 years old; to be an Officer 18 years old to open participating in governance to youth.
- 4) Remove Article IV Non-discrimination bylaw because it is not needed in Bylaws per WA law. UUA still recommends including a non-discrimination clause in the Membership Article. The proposed new Membership bylaw is meant to be broader than non-discrimination.
- 5) Process for removal of a member due to destructive behavior is changed to stop a removal appeal decision at Board level rather than allow an appeal to the congregation. This limits harm to the congregation. This change was reviewed by the Right Relations Committee Chair.

6) Because it is best practice, and recommended to be in non-profit policies, 2.23 is added to cover records retention and access. Access to records is addressed under Membership bylaws. A retention policy will need to be created in the future.

See attached documents for the details of what you are being asked to vote on at the March Board meeting. Having a physical copy of the Bylaw and Policies for reference at the Board meeting will be useful. The Policies document includes two Procedures that will be used by Nicole. Procedures are created by staff and do not require a vote.

[Appendix C: Draft Article V Membership bylaw for Board](#)

Original ByLaw (wording to be changed underlined)	Proposed ByLaw Revisions (Delete = crossout; Addition = italics)
Article V. Membership	Article V. Membership
<p>SECTION A. Qualifications</p> <p>Membership is open to any person who is in general agreement with the purpose and ministry of this church, who is at least <u>16 years of age or has completed the East Shore Coming of Age program, and who has:</u></p>	<p>SECTION A. Qualifications</p> <p>Membership is open to any person who is in general agreement with the purpose and ministry of this church, who is at least <i>14</i> years of age. or has completed the East Shore Coming of Age program, and who has:</p> <p>Rationale: People aged 14 - 24 are capable of having more responsibilities in our modern society and in the UU world. Many religious and societal benchmarks are at 14 years old. For example, Jewish transition to adulthood, UU Age of Emerging adulthood, HIPAA requirements (13yo for medical care), 14 at other UU churches per DRE offered material. People as young as 14 years old can be capable of being active members with voting rights.</p>

Original ByLaw (wording to be changed underlined)	Proposed ByLaw Revisions (Delete = crossout; Addition = italics)
Article V. Membership	Article V. Membership
<p>(1) <u>Completed a prescribed orientation program;</u></p> <p>(2) <u>The financial contribution of record to the operating or capital fund for the current or previous fiscal year;</u></p> <p>(3) <u>signed the membership book.</u></p>	<p>(1) Completed a prescribed orientation program; <i>who has completed a membership program as described in written board policy;</i></p> <p>(2) The financial contribution of record to the operating or capital fund for the current or previous fiscal year; wants <i>and who indicates they will commit to fulfill member responsibilities as described in written board policy.</i></p> <p>(3) signed the membership book.</p> <p>Rationale: Times have changed to where ESUC would be more welcoming without connecting money to membership.</p> <p>Signing a book has become problematic. A book signing or member joining ceremony can still happen and could be required in policy. Other details of membership qualifications and responsibilities are moved to policies. See attached drafted new policy 2.22.</p>

Original ByLaw (wording to be changed underlined)	Proposed ByLaw Revisions (Delete = crossout; Addition = italics)
Article V. Membership	Article V. Membership
<p>SECTION B. MEMBERSHIP RESPONSIBILITIES</p> <p>(1) A member shall accept responsibility for the well-being of the church community through contributions of time, energy, and financial resources as able.</p>	<p>SECTION B. MEMBERSHIP RESPONSIBILITIES</p> <p style="text-align: center;">No Change</p>
<p>(2) <u>The financial contribution of record responsibility is met if the member has notified a member of the Staff Leadership Team officially notified the church, as described in policies, of financial hardship.</u> <u>(2016) (2021)</u></p>	<p>(2) The financial contribution of record responsibility is met if the member has notified a member of the Staff Leadership Team officially notified the church, as described in policies, of financial hardship. (2016) (2021)</p> <p>Rationale: Separate financial contribution from membership. Times have changed to where one way for ESUC to be more welcoming is to not make donating or pledging \$ a requirement of membership. DMD knows of cases where any amount of money has blocked membership.</p>
<p><u>(3) Church members, as described in Section A, who reside together as a family may contribute financially as a single unit and each qualified member shall have the privileges of membership, including the right to cast an individual vote.</u></p>	<p>(3) Church members, as described in Section A, who reside together as a family may contribute financially as a single unit and each qualified member shall have the privileges of membership, including the right to cast an individual vote.</p> <p>Rationale: Not needed in bylaws. Youth will need to be contacted about becoming a member when they are 14 yo. See attached new Policy 2.22.</p>

Original ByLaw (wording to be changed underlined)	Proposed ByLaw Revisions (Delete = crossout; Addition = italics)
Article V. Membership	Article V. Membership
<p><i>Current Bylaw</i></p> <p><u>Article IV. Non - Discrimination</u></p> <p><u>The church affirms, promotes, and celebrates the participation of all persons in its activities, including membership, programming, hiring practices, and the calling of religious professionals, without regard to race, color, sex, gender identity, disability, affectional or sexual orientation, ethnicity, national origin, age, or socioeconomic status. (2016)</u></p>	<p>Proposed New Membership Bylaw:</p> <p><i>(2) A member is expected to support the principles, values and covenants of Unitarian Universalism as well as the mission & vision of this congregation; embrace diversity in all its complexity; to oppose oppression of all kinds; and promote genuine collective care.</i></p> <p>Rationale: Remove Article IV Non-discrimination bylaw, not needed in Bylaws per WA law. UUA still recommends including a non-discrimination clause in the Membership Article. This proposed new bylaw is meant to be broader than non-discrimination. Inclusion of more specific language of antidiscrimination, antiracism and environmental concerns, for example, can be included in policy.</p>
<p>SECTION C. MEMBERSHIP PRIVILEGES</p> <p>(1) Persons who have been members for at least <u>a month</u> shall enjoy the following privileges:</p>	<p>SECTION C. MEMBERSHIP PRIVILEGES</p> <p>(1) Persons who have been members for at least <u>30 days</u> a month shall enjoy the following privileges:</p> <p>Rationale: Months vary in length. "30 days" would be more precise.</p>
<p>(a) the right to vote at all Congregational Business Meetings;</p>	<p>No Change</p>

Original ByLaw (wording to be changed underlined)	Proposed ByLaw Revisions (Delete = crossout; Addition = italics)
Article V. Membership	Article V. Membership
<p>(b) qualification to serve as a Trustee or Officer of the church if 18 or older with the exception of members younger than 18 (or older if Washington State law requires); and</p>	<p>(b) qualification to serve as a Trustee, <i>if 16 or older, and as an</i> or Officer of the church, if 18 or older. with the exception of members younger than 18 (or older if Washington State law requires); and</p> <p>Rationale: 18 or older for Officers is due to legal ability to sign contracts. Adding a Board member younger than 18 will require policy development that has not happened yet. No youth are currently interested in serving.</p>
<p>(c) qualification to serve as chair of any ministry team, committee, or task force.</p>	No Change

Appendix D: Draft Membership Policies

1. Definition of Membership

Only Members & Legacy Members may vote at congregational meetings. Categories of membership are as followed:

- a. Member: as defined in bylaws
- b. Legacy Member: as defined in bylaws
- c. Friend: active participant who has contributed to the community with their time, talent, or treasure. Not eligible to vote or hold positions on the Board, Board Committees or those teams designated for members in their charter, and other privileges as described in East Shore’s Bylaws.
- d. Non-Member: those new to East Shore or are no longer a prospect for membership.

2. Membership Qualifications: The Director of Membership Development in collaboration with the SLT will create a prescribed orientation program to encourage and prepare people for membership in East Shore. All prospective members must complete a program to be accepted as a member.

- a. Physically remote congregants must have a pathway to membership available to them.
- b. Youth will be invited to become members when they are 14 years or older.
- c. The SLT will provide an appropriate way to invite new members to mark their entry into membership.

3. Responsibilities of Membership: Members are expected to show commitment and contribute to the church community in ways that are consistent with UU values and the mission / vision of East Shore. Showing commitment and contributing to the church community can be by:

- a. Giving time to volunteering for the church and/or participating in church events;
- b. Donating or gifting to the church resources, physical and/or financial,
- c. ~~by~~ Participating in church money raising events such as the auction and annual fund drive, capital campaigns, and endowment contributions;
- d. voting in congregational meetings.

4. Financial contributions:

- a. An annual statement of all financial donations made will be issued to donors.

5. Limits on Membership

a. Certain committee and team meetings are only open to their current members. For example, the Committee on Ministry, the Personnel Committee, the Nominating Committee, and Ministerial Search Committee, other meetings that are closed as provided in committee charters approved by the Board of Trustees, and executive sessions of the Board and of other committees and teams.

6. Removal from Membership: The Director of Membership Development in collaboration with the SLT will create written annual procedures consistent with ESUC's Bylaws to confirm a congregant's membership status.

Procedures for Membership

Becoming a Member

Those interested in becoming a member will show commitment by following the Pathway to Membership. The Pathway includes an understanding of each pillar of our mission statement to Practice Love, Explore Spirituality, Build Community and Promote Justice. The Pathway will include options for those with varying abilities and access, including options for remote membership. All members will meet with the Director of Membership Development and the minister before signing the membership book which will also be available virtually.

Returning members must go through the process for becoming a Member if they resigned more than 6 months ago. Exceptions can be made on a case by case basis by SLT.

Removal of Member

Once a year, the Director of Membership Development will review the membership lists. Those members who have contributed with their time, talent or treasure will remain. All those in question will be sent a letter with a request to respond in 30 days. If there is no response, members will be moved to non-member status. At that time, another letter will be sent informing the member of this change. If the member responds to either letter they will remain a member. After another 30 days if no response has been made they will be made inactive.

Someone who has resigned or been removed as a Member per Bylaw Article V.E.1 or 2 and rescinded their resignation within 30 days may remain a Member. Exceptions can be made on a case by case basis by SLT.

Proposed Policy 2.23

Proposed Policy 2.23 Records Access and Retention

Records retention and access is governed in detail by RCW 24.03A.215, or its successor

a. Records of the church, other than pledge or personnel records, are open and available in the church office to any member during regular business hours and with at least 5 days of written notice beforehand. The Board of Trustees, by written policy, may regulate and limit access to records of pending financial transactions. Records of the church include but aren't limited to: minutes of the Board of Trustees and congregational meetings including unanimous consent decisions; the church's current articles of incorporation, bylaws, policies, record of financial statements and other communications to members, the current annual report required by WA state, accounting records, and a list of members.

b. These records may be withheld from member viewing by SLT: portions of records that contain information protected by the attorney-client privilege or related work product; the address of any member who is known to the church to be a participant in an address confidentiality program established by law; those portions of records, which, if disclosed, would be reasonably likely to result in harm to the church or a third party, such as disciplinary actions involving members, identities of job applicants, discussions of real estate transactions, records that are required to be kept confidential under obligations to a third party, etc.; or any information that a nonprofit organization is required to keep confidential under any other law.

c. A member may inspect and copy the records only if the:

(1) Member's demand is made in good faith and for a proper purpose.

(2) Member describes with reasonable particularity the purpose and the records the member desires to inspect; The records requested must be directly connected with this purpose.

(3) Member agrees in the form of a record to reasonable restrictions required by the board on the use or distribution of the records.

d. The right of inspection can not be abolished or limited by East Shore's articles or bylaws.

Appendix E: Bylaws Review Process, revised by Task Force, 3/2/23

For each designated section of the governance document. For example: Membership (Article V) section of Bylaws or smaller sections such as Membership qualifications (Article V Section A):

1) Start with concept/wording required by law (source: WA State Bylaw Template and <https://app.leg.wa.gov/RCW/default.aspx?cite=24.03A> and <https://communities-rise.org/resources/nonprofit-cbo/>

If already in ESUC document, we're done with the section.

If **not** in ESUC document, determine where new wording should be put and draft new wording by:

- a- Reading the Bylaws and policies documents in their entirety to find any contradictions or relationships with the change.
- b- Consider if there are relationships to other governance documents that require them to be rewritten. For example, a Bylaw change's relationship to Articles and a Bylaw change's relationship to Policies.
- c- Record notes on rationale and any specific questions for Attorney on common document shared by all Task Force (TF) members at <https://docs.google.com/document/d/1DHJ3Q1LemH-Zd2qjhldkajlQj3hrjdoDb1WKJ5Xssn0/edit#>
- d- Whole TF discusses.
- e-TF approves new wording.

2) Starting with the Articles of Incorporation then Bylaws, then Policies. Review section's concept/wording already in the governance documents and not required by state law. Answer each of these questions (listed in no particular order):

Why is it there? Does it need to be there?

How could this Article, Bylaw or Policy be made more anti-racist or anti-oppressive to people not

holding formal governance positions at ESUC?

Is the language gender neutral?

Is this wording or concept a convention or "because we've always done it that way"?

Should the existing language be more specific or more general? Can any of it go to policy?

How much change will the congregation accept?

Is Staff recommending or asking for a change in this section?

Is there a history of conversation about this topic amongst lay leaders or the congregation in general?

What is it?

When possible, remove job titles and reference to 'policy-based governance' in the Articles of

Incorporation and Bylaws.

How does this section relate to the rest of the document and the other documents?

What stakeholders should be consulted about changes in the section? For example, Nicole on Membership. The rest of SLT, congregants, the Board, particular groups such as Finance Team or Right Relations Committee.

3) Determine where changes should be made in each document. Draft new wording.

a- Read the document in its entirety to find any contradictions or relationships with the change.

b- Consider if there are relationships to other governance documents that require them to be rewritten. For example, a Bylaw change's relationship to Articles and a Bylaw change's relationship to Policies.

c- Record notes on rationale and any specific questions for the Attorney or stakeholders on common document shared by all Task Force (TF) members.

d- Get input from stakeholders by appropriate methods - one on one discussion, group meet, questionnaire, etc.

e- Whole TF discusses input/reactions.

f- TF approves new wording.

4) Do a document review to make sure language flows and is consistent in the whole document and across all three documents (Article, Bylaws, Policies)

5) Do a grammar and spelling check of all changes.

6) As proposed changes are finalized, send them to P&G Committee for approval and referral to the Board.

7) Conduct Information Forums on proposed Bylaw changes for congregation.

We will do most of the above at our meetings. #2 and #1 can be done as homework that we can bring to meetings or record on the common TF document for discussion at our meetings.

Appendix F: Agreements/Guidelines/Intentions to consider:

We specifically aspire to:

1. **Communicate honestly, respectfully, directly, transparently, and compassionately to build trust.** Use “I” statements to speak from our own experience. Recognize clear professional boundaries and articulate any risk of conflict of interest. Ensure all are fully informed to make the best and most fair decisions. Use preferred modes of technology and communications. **Geri**
2. **Listen openly and carefully** to one another, considering different styles of processing, and personalities to respect one another more deeply. Take space and make space to ensure everyone has the opportunity to contribute. Be cognizant of neurodiversity and cultural communication styles to ensure everyone is heard. **David**
3. **Engage in healthy conflict**, use our courage to bring up difficult conversations. Bring conflicts with compassion, using a healthy communication style that does not shame or blame. Recognize that being heard does not mean agreement; decisions will support the community. Show up with the possibility of being changed. When conflict is unresolvable, the path is Right Relations. **Signe**
4. **Consciously attend to the power dynamics** inherent in our relationships due to race, gender, class, role, or other categories. Use a process observer to discern and document “ouch” moments. Add time to the agenda for reflection and repair. Be accountable for how we use our own power and our impact on others by receiving, reflecting, and acting on feedback. Be accountable to bring to the table misuses of power and observed hurts without shame or blame. End meetings with learning and care. **Martin**
5. **Use decision-making processes that bring forth marginalized voices.** Use constructive dialogue to ensure that everyone is heard. Uphold the decisions of the Board in the wider congregation, while acknowledging the disagreement and the value of continued dialogue. **amanda alice**
6. **Lift up the voices of those with less representation in the room.** Actively consider how we can support under-represented communities within and outside the church in our decision-making. Speak up as co-conspirators to raise the questions of impacts of decisions on those often marginalized by race, gender, ethnicity, sexual orientation, immigrant status, ability, class, or any other category. Do the work ahead to gain knowledge about what these impacts might possibly be. Do not leave it to those often marginalized to speak up for their concerns and interest. **Evelyn**

7. **Follow through on our commitments**, recognizing the impact this has on the ability of others to deliver on their own commitments. Be mindful of our capacity. Make our boundaries clear. Respect each other’s time and personal lives. Strive for cadenced scheduling and reasonable meeting times and lengths. **Rebecca**
8. **Actively engage in policy-based governance**, seeking to uphold legal duties and to support the entire organization. Use RACI charts to clarify roles and responsibilities, boundaries, and lines of communication. Opt for collaboration whenever questions arise. **Nicole**
9. **Maintain absolute confidentiality** for all sensitive issues, especially all topics discussed in Executive Sessions. Maintain clear guidelines about what is public and what is not. Make these guidelines clear to all guests participating in Board meetings. **Maury**

Appendix G: Youth Board Members- A Youth Development Model

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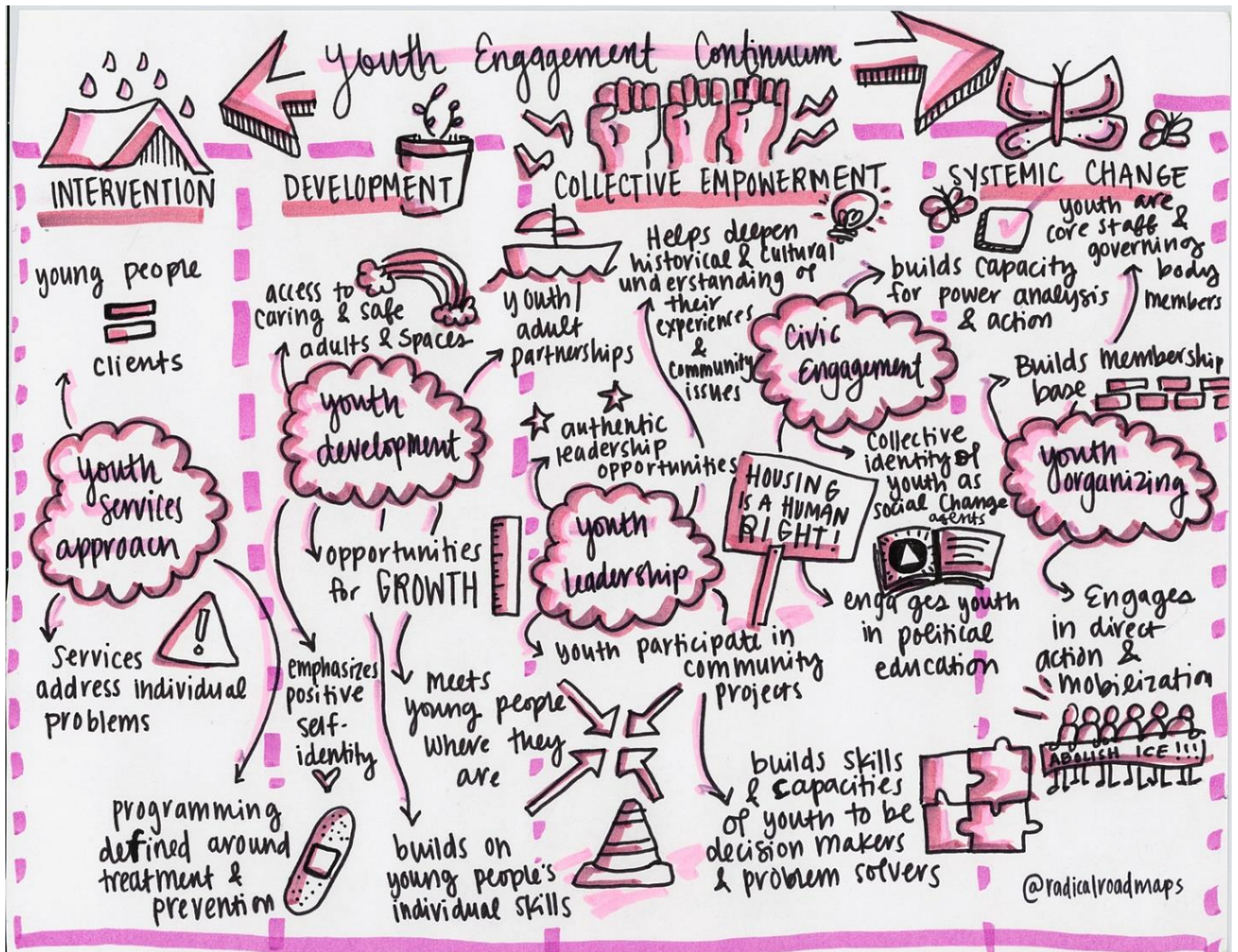
Youth Leadership in Unitarian Universalism

The idea of Youth Board Members is *connected* to the participative leadership *model that UU Organizations uphold*. Youth inspire and inform the community through active and ongoing participation in congregational life, including in membership and leadership. The decade long youth-led movement, of the once separate denominations of Unitarian and Universalism, led to the emergence of Unitarian Universalism. Later that decade, in Ohio, a youth led the

congregation in lighting the chalice, a ritual object that would become the focal point of Unitarian Universalist faith. And at East Shore, youth prompted that the chalice lighting response be changed to gender-neutral language – an act of faith and leadership.

Youth Development Framework

Youth Development *Models* flourish because they capitalize on one of the greatest *strengths* of a community—its residents. *Young people* have deep knowledge and *understanding* of their own experiences, *communities*, opportunities, and *challenges*. *To fully bring those features into the room*, an environment must support three key features: **high structure, high warmth, and high expectations**. Youth development values youth-adult partnerships, respects youth voices, promotes holistic development, and creates a pipeline where young people can continue meaningful community leadership. Youth leadership emphasizes that teens understand the issues their communities face, can create and implement responsive projects and solutions, and build their capacities to be leaders in their communities. By investing in efforts that can sustain youth membership, the organization invites opportunities to reimagine itself.



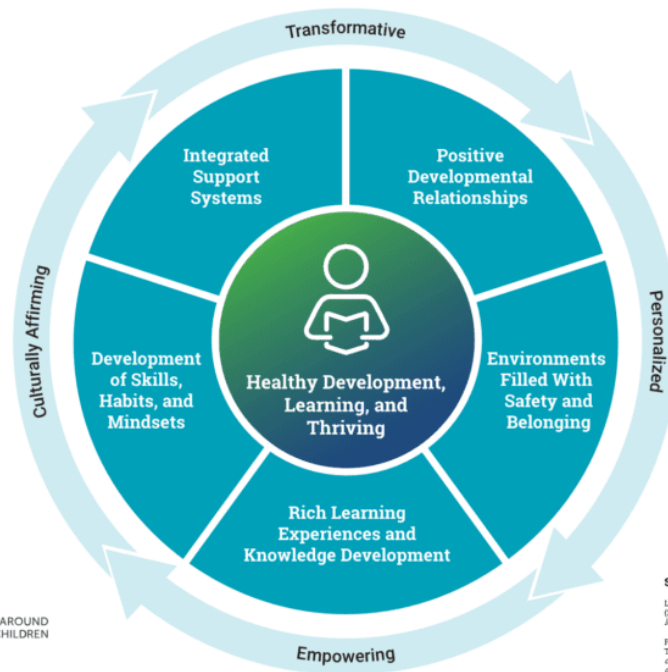
Board of Trustees Responsibilities

Research shows that a strong *connection* between teens and their supportive adult(s) is a superpower that helps teens achieve their goals and is an intentional step to empower younger generations. Meaningful *youth* engagement views *youth* as equal partners with adults in the decision-making process.

There are responsibilities that come with working with youth. The board must develop and maintain an active job description for youth trustee. Additionally, the Board must participate in Safe Congregations training, including abuse prevention and code of ethics. Engaging youth in onboarding and ongoing training opportunities must include the legal and ethical responsibilities of the Board.

There can be opportunities for direct support and ongoing feedback. These dialogues could include Board-Youth-Parent-RE Staff and would attempt to address concerns in a constructive and iterative way. It is also recommended that there be an annual evaluation of the Board in which youth and families can provide feedback to the organization. The Board should take seriously youth and family feedback and attempt to address any barriers to participation.

Essential Guiding Principles for Equitable Whole-Child Design



Sources:
 Learning Policy Institute & Turnaround for Children. (2021). *Design principles for schools: Putting the science of learning and development into action*.
 Forum for Youth Investment (with Learning Policy Institute & Turnaround for Children). (2021). *Design principles for community-based settings: Putting the science of learning and development into action*.

15 Points: Successfully Involving Youth in Decision Making

Checklist from Youth on Board 2006, adapted by Amanda Uluhan 2023

- Define decision-making before inviting youth so boundaries and expectations are clearly articulated to parents/families and youth
- Know why you want to involve young people and define meaningful youth engagement in your whole organization
- Assess your organization’s history of youth leadership and youth culture and determine structures for adult support and resources that encourage this
- Determine approach to take you from where you are to where you want to be
- Overcome organizational barriers with bylaws, policies, and procedures
- Overcome personal barriers with ageism and underrepresented groups
- Address legal issues with bylaws, policies, and procedures
- Recruit young people involving parents/families and leadership development
- Create a strong orientation process with Board committees and onboarding
- Develop young leaders and make sure to assess the commitment of the board, staff members, young people, and families

- ❑ Provide intergenerational training throughout the year targeting shared learning opportunities and growth mindset
- ❑ Facilitate successful meetings with strong adult leadership
- ❑ Foster parents/families, youth, DRE, and Board relationships
- ❑ Develop a mentoring plan so youth are provided with resources to succeed
- ❑ Sustain youth involvement in an engaging, safe, and positive environment

Outreach to Youth and Families

It is expected that no financial barriers exist, and that there be no discrimination based on age, gender, sex, race, nationality, ability, sexuality, etc. It would be required that the youth be a member of the organization.

*Youth ministry includes all of the many different ways youth are involved in the life of the congregation. Youth are in the youth group, teach RE, and serve **as youth board members**. They attend overnights, participate in volunteer opportunities, organize annual conferences, and lead worship services. They also have opportunities to participate in the Our Whole Lives sexuality education and Coming of Age rites of passage programs. The goal for youth ministry is to create fun, engaging, and empowering experiences which include and support a diversity of youth. As part of the Unitarian Universalist youth movement, this group welcomes all high school students into our faith community.*

Institutionalizing youth leadership:

- UUA Youth Trustees Job Description <https://unitarian-universalist-association.breezy.hr/p/2caed23d47f1-board-of-trustees-youth-trustee>
- University Unitarian Bylaws, <https://www.uuchurch.org/wp-content/uploads/2022/01/UUC-Proposed-Bylaws-1-5-2022.pdf>
- West side Seattle <https://wsuu.org/wp-content/uploads/2016/09/WSUU-Constitution-and-Bylaws-as-amended-2015-05-17.pdf>

UUA Resources

- <https://www.uua.org/safe/handbook/safety-for-re>
- <https://www.uua.org/safe/staffing>
- <https://www.uua.org/youth/adult-leaders/youth-boards>

- <https://www.uua.org/uuagovernance/board/liaisons/youth-trustees>
- <https://www.uua.org/blueboat/events/multiple-pathways-youth-on-boards-committees>
- <https://www.uua.org/leaderlab/handbook>
- <https://www.uua.org/files/documents/congservices/congbylaws.pdf>

Youth Development Resources

- <https://youth.gov/youth-topics/involving-youth-positive-youth-development>
- <https://blog-youth-development-insight.extension.umn.edu/>
- <https://forumfyi.org/knowledge-center/design-principles-for-community-based-settings/>

Appendix H: xxx