

East Shore Unitarian Church

Meeting of the Board of Trustees

January 2024 Board Packet

Our East Shore Unitarian Church Board Covenant

We covenant to hold the Eight Principles of Unitarian Universalism, the Mission of ESUC, and the ESUC Right Relations Covenant as the touchstones for all actions and decisions we make as a Board. 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 goodwill for all present and the full congregation, and calling forth the best in all congregants and empowering their strengths and contributions. Support the entire congregation by contributing our best selves and our best gifts in trust for future generations.

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Agenda

East Shore Unitarian Church Board of Trustees Meeting

January 25th, 2024, 3:30pm - 5:30pm PT

Facilitator: Signe Lalish, President
Time Keeper: Signe Lalish
Process Observer: Rebecca Chatfield
Tech Helper: David Langrock

<u>Agenda</u>	<u>Time</u>	<u>Facilitator</u>
Chalice Lighting and Reading	(2 mins)	Rev. Maria Cristina
Land acknowledgement	(1 min)	Signe Lalish
Check-in via chat	(0 mins)	All Attendees
Consent Agenda	(3 mins)	Signe Lalish
<ol style="list-style-type: none"> 1. Approve the December 2023 BOT meeting minutes. (See Appendix A). 2. Approve those Committee Charters recommended by David Langrock on January 24, 2024. 3. Approve the Fund-A-Need for the 2024 Auction: Refresh of the North Room 4. Approve motion to start the SLT Evaluation Task Force (ETF) process. 5. Approve the signing of a Letter of Support for Najibullah Ghaznawy seeking asylum from Afghanistan. 6. Approve Youth Programs Fundraiser for the 2024 Auction 		

Discussion Item #1: Bylaws task force presents 4 changes for approval and discussion. (10 mins) Grace Colton

- Bylaws task force will present items for vote and discussion.
- See the Bylaws Task Force Report in this Board Meeting Packet.

Discussion Item #2: Financial Status (25 mins) Rebecca Chatfield

- Rebecca to present current financial status together with options. Input from Geri, Nicole, finance team. [backup process observer needed]

Announcements (4 mins) Evelyn Smith

- Holly House Update

Process Reflection (10 mins) Rebecca Chatfield

Closing (2 mins) Rev. Maria Cristina

Dismissal Signe Lalish

Executive Session

- Update Rev. Peter Luton Emeritus Question – SLT and BOT (15 mins) Evelyn Smith
- Personnel Discussion – voting board members only (45 mins) Signe Lalish

January 2024 Consent Agenda Voting Items

1. Approve the December 2023 BOT meeting minutes. (See Appendix A).
2. Approve those Committee Charters recommended by David Langrock on January 24, 2024.
Board members will review committee and task force charters and send approval or non-approval plus comments to David Langrock by 1/23/2024. David will compile the results and share the results on 1/24/2024. This consent agenda is for the Board to approve of those charters that are recommended for approval on 1/24/2024 by this process.

3. Approve the Fund-A-Need for the 2024 Auction: Refresh of the North Room.

The Auction Team is submitting for the Fund-A-Need this year to be a refresh of the North Room. Exact details will depend on the funds collected. A survey will be going out to members to solicit feedback. Items we hope to include: new flooring, fresh paint, lighting, sound dampening, new window treatments, and new seating area. There is flexibility in what is done based on the money collected. We are also contemplating changing the name to the Hopper

Room to honor Rev. Leon and Dororthy Hopper and their years of commitment to this community. Questions can be directed to Amanda Strombom, Nicole Duff, or Rebecca Chatfield.

4. Approve motion to start the SLT Evaluation Task Force (ETF) process.

The Board of Trustees directs the Personnel Committee to form an Evaluation Task Force (ETF) consisting of Board members Keely Cofrin Allen and Martin Cox, and two members of the Personnel Committee to be selected by the Personnel Committee. The Board directs this ETF to conduct performance appraisals of the four members of the Staff Leadership Team following the process described in Evaluation Process for SLT Members (See Appendix B) and approved by the Board on October 26, 2023. The Board directs the ETF to hold review meetings with each member of the SLT in early May 2024 and deliver the final evaluation reports and written responses to the Board of Trustees no later than May 16, 2024.

5. Approve the signing of a Letter of Support for Najibullah Ghaznawy seeking asylum from Afghanistan. See Appendix C for all details. The text of the motion is as follows:

The Board of Trustees of ESUC gives its approval for the President of the Board to sign the Letter of Support for Najibullah Ghaznawy on behalf of the Board and congregation of East Shore Unitarian Church.

6. Approve Youth Programs Fundraiser for the 2024 Auction Auction. (Amanda Uluhan, Director of Religious Education)

Estimated Fundraising Income – Youth Programs: \$500

In addition to the portion of the youth participation for which I seek approval “fundraiser”, youth will be participating in a variety of volunteer roles, supervised and supported by members and staff. Alongside that, **youth program participants plan to contribute several hours of yard work for the winning bidder, often bringing in several hundred dollars on its own which goes to the general operating budget.** This again provided – and will provide - additional opportunities for youth service, relationship building, and fundraising.

So this year, in the spirit of “**Blossoming Community**” **please support Auction Ministry Team collaboration with R.E. and grant the approval of the annual auction youth programs fundraiser.** The Auction team chair has already endorsed continuing this program.

When I first started working at East Shore Unitarian Church, as a youth programs coordinator in 2016, the first event I ran in fact was hosting the middle and high school youth groups at the annual church auction. I was new to the job, and could tell from the event right off the bat, that this was a treasure to the community. It was an exciting and lively event, with over a dozen aged tweens and teens from 12-18 years old.

Now in my role as DRE with full responsibility for the youth programs, we want to be doing everything we can to revitalize this tradition, and others such like this. Opportunities like this, across congregational life, support families and youth in participating and support all the other members, in intergenerational community and generosity. I’m definitely who tends to call us back to our traditions - which sometimes means sticking up for doing something we’ve done every year, because consistency is important, and sometimes means changing it up in a way that honors the spirit of the tradition, without feeling like we’re bound to the parts of it that aren’t serving us.

January 2024 Board Reports

Minister's Report – Rev. Dr. María Cristina Vlassidis Burgoa

No report submitted.

President's Report – Signe Lalish

No report submitted.

Vice President's Report – David Langrock

No report submitted.

Treasurer Report – Geri Kennedy

Treasurer's Report – January 2024

Much of this information will likely be repeated in Rebecca's report. On the surface, a look at the year end statement shows a "profit" of \$64,000. However, that number includes the \$100,000 bequest and an additional \$110,000 withdrawal from Endowment funds that covered HH attorney fees and some major building repairs. Without those additions we would have a \$156,000 loss.

Over the past 4-5 years, expenses, both planned and unplanned have taken a bite out of the operating funds on hand. Thanks to Rebecca's work to obtain some government grants during Covid and a \$100,000 bequest in 2023, and a reduction in some staff hours, ESUC has been carrying on. That time however is past. Our total pledges did not meet the budgeted amount last year and so far we are close to \$200,000 short in pledges for 2024. The loss of the majority of the parking lot income has been partially offset by the rental to the Waldorf School. Diane worked very hard in 2023 to almost triple the short term rental income. We are however still in the not happy position of needing to worry about sufficient cash to make payroll and the other monthly bills.

We have taken or will be taking the following steps:

1. Payment of UUA dues - \$3,750/month - has been deferred. The board will need to tackle the topic of whether to pay full Fair Share later this year.
2. A memo will be going out soon to ask folks to consider adding to their 2024 pledges.
3. Rev. Maria Cristina will be making a video plea for increased pledges.
4. A small team will be making phone calls to folks who have not yet returned their pledge cards, those who did not increase their pledges, some folks that may be willing to increase pledges more and a few past board members.
5. SLT and staff have been asked to defer expenses wherever possible.
6. The full 2024 budgeted draw of \$50,000 from the Endowment has been authorized and will have been deposited prior to the board meeting.
7. Because there will be so many "asks" during 2024, we are reminding Teams and Committees that the policies require prior board approval to have fundraising activities outside of those budgeted.
8. Consideration of a workshop about trusts and estates.

On the good news side, a very generous member who would like to remain anonymous has offered to donate \$55,000 toward a matching program to fund the Building Reserve. This will run from April 15 – June 15 – beginning shortly after the auction.

With Holly House funds back on the longer term horizon, it will be important to remind folks that the money, while great in the short term will not resolve long term issues. We will be expanding the spreadsheet for the Building Reserve out to 20 years to show how much will be needed in the long term and to help folks understand that we'll need to continue adding to the fund from the regular budget in the future to continue to assure the long term survival of the church on this campus.

The Financial Stewardship Committee is also working on the update of the 5 year plan and hopes to have that completed by June.

Director Of Finance and Operations Report – Rebecca Chatfield

DFO Report – January 25, 2024

Hooray! Holly House Back to Market!

Holly House Task Force worked on edits of the Listing Agreement with our commercial real estate brokerage. Marketing of the property starts this month. We hope for some movement soon on this.

2024 Second Ask

Due to a few consecutive months of constricted cash flow from lower-than-expected donations, we would like to initiate a Second Ask from now until mid-March. Members will be asked to consider increasing their yearly pledge amount, making any one-time yearly donations now, and adding extra donations at this time. Putting this approach together has been a collaborative effort between me, Nicole Duff, Rev Maria Cristina, and Geri Kennedy. Finance Team is also doing some deeper analysis of donation patterns for clues on why we have seen a sustained dip in income and how that impacts our monthly cash flow situation. We already know that East Shore lost some big donors recently. This will be part of the discussion at the January Board meeting.

Austerity Measures

Geri Kennedy our Board Treasurer wrote up a request that SLT members engage in a temporary “austerity” mode and reduce all discretionary spending for now. I then discussed this with all staff at our staff meeting to make sure everyone is doing their part to rein in expenditures that can be delayed or reduced. Also postponed is payment of UUA Annual Program Fund \$3,752.33 this month with the expectation that in February the Board will re-evaluate the obligation to UUA in general for other non-financial reasons.

Building Reserve Fund – Capital Campaign starts April 15

The Capital Campaign for the Building Reserve Fund is planned to start on April 15 and run at least until June 15. The overall goal for 2024 is \$160,000 and the money will be separated out for use on future planned facilities repairs and renovations. A generous member came forward to provide “matching funds” of donations up to \$55,000 for the Building Reserve Fund and we have a second generous donor who already has committed \$10,000 to the match.

2024 Endowment Draw Completed

We drew our full annual budgeted Endowment Draw for 2024 (\$50,235) in January 2024.

Financial Statements – December 2023

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

- Month end Cash balance at Chase too low at \$38,680. Ideal is 3 months runway (\$270K).
- Endowment accounts altogether still over that \$1 million mark at \$1,061,281.
- Prepaid pledges (\$9800) and Prepaid Nonpledge (\$3352.77) will roll to January Journal Entry. Nonpledge is Minister's Discretionary Fund from Christmas Eve.
- Owe \$311,255 on mortgage loan on the Education building, to be paid off November 2026.
- Pledge, nonpledge, and Sunday plate donations altogether totaled \$763,804 out of budgeted \$799,500 (Shy \$35K for the year) *Note: we had some big donors drop out in 2023 due to various reasons (death, dementia, moving away) equaling about \$70K.*
- Rental income altogether was \$176,075 out of budgeted \$227,000. (Shy \$50,925 mostly due to loss in parking lot revenue).
- Endowment allocation over budget (\$185,500 - budgeted \$75,500) due to extra \$110,000 drawn.
- Total SLT Professional expenses \$15,495 below budgeted \$26,292 which is positive news.
- Wages, taxes, Contract workers, program expenses, utilities, business expense, and office expense all reasonable or under budget.
- Facilities expenses over budget due to unusual large repairs/fixes in 2023 (Sanctuary beam, Fire Suppression, Elevator). Spent \$103,621 out of \$79,600 budgeted. *Should be mitigated in 2024 with new Building Reserve Fund becoming a new source of money for similar future costs and capital expenditures.*

Overall, we ended the 2023 year on a positive note with revenue exceeding expenses \$64,978 but to be clear that is mostly due to the extra draws from Endowment totaling \$110,000 for non-operating costs related to facilities and Holly House attorney fees.

Miscellaneous Finance, Bookkeeping and Banking Items

- Attended another 4 hours of training for Realm Accounting on Year End close.
- Finished 2023 Year-End close in Realm accounting. Tied out figures in all reconciliation reports. Rolled over prepaid pledges to 2024. Made sure 2023 W2s distributed to staff. 1099-NEC and 1099-MISC tax forms for vendors and e-filed to IRS through our Realm accounting software.
- Sent notification to all staff on updated 2024 payroll adjustments. In ADP payroll portal, updated 2024 staff pay rates, W4s as needed, health insurance premiums, and L&I rates.
- Sent BECU credit card statements to SLT members. Requests sent out for missing receipts.
- Adjusted 20 member donations from ACH collections at Chase based on new pledge amounts for 2024.
- Updated our annual PCI validation for credit card processing compliance.
- Updated Chart of Account codes to better track events in 2024. Set up event registration codes for upcoming Membership and RE events in Realm.
- Updated our Benevity portal with new information to be able to receive future donations.
- Still carefully monitoring our Chase checking account balances. Alerted Finance Team when the Chase balance went so low we could not reasonably meet current obligations.
- Initiated 2024 budgeted Endowment draw which was received recently.
- Sent staff that deal with budgets the amounts they used in 2023 along with budgeted 2024 amounts so people can plan out activities with financial data for reference as needed.
- Working closely with Nicole Duff monitoring 2024 Mission Fund Drive and tracking final incoming 2023 pledges.

- Answering member questions about individual Giving Statements sent out through Realm.
- Conversations with Geri Kennedy about upcoming Capital Campaign for Building Reserve Fund. Setting up Realm to accommodate the future accounting needs for that. Responding to members who are making early donation commitments for the Building Reserve Fund.

Other DFO Work Projects

- With Holly House Task Force, reviewed edits on Listing Agreement with broker and made sure it went to the right persons for signatures. With Craig Nelsen (Chair of Holly House Task Force) traveling out of country in January and February, Stu Davis and I agreed to step up to take on interim leadership roles for the group and are doing so.
- Working with Nicole Duff, Geri Kennedy on fundraising calendar for 2024 and Second Ask timeline. Deep dive with Nicole Duff on past and future member donations to create 2024 projections.
- Working with Amanda Strombom/ Auction team about Fund a Need project for 2024.
- Extra time working on Financial Stewardship Committee 5-year strategic plan and Charter.
- Submitted East Shore's Annual Report to the state of WA which is due by end of February each year.
- Did annual update of East Shore's tax exempt status at the Department of Revenue.
- With Policy & Governance, discussions about the Charter process in general.
- With Personnel Committee, reviewing staff job descriptions. I asked SLT to review non-SLT job descriptions for potential updates, per our Policies, and that is underway.
- Reviewed Endowment funds performance for 2023 using reports from Greene Wealth.
- Attended meeting for Porchlight ministry team to support revived interest and energy.
- With David Langrock, Seabeck Dean, signed contract for Seabeck Artist in Residence.
- Investigated an email bouncing problem with Jenny Newell who fixed it for all staff.
- Provided Board members information about policies and procedures upon request.
- With SLT, filled out the annual UUA certification form. I provided all financial numbers.
- Meetings: Staff, Board, Exec Committee, SLT, Finance Team, Financial Stewardship/Endowment, Facilities Team, Holly House Task Force, Policy and Governance.

Facilities Maintenance, Repairs, and Upgrades

Dianne Upton, Facilities Manager, reports that the following work done on campus. Ongoing gratitude for Celil Cakmak who saves us money by handling small repairs and upgrades around campus.

- Celil fixed broken lock and jamming door issues on Sanctuary building.
- Celil hung new first aid kit on first floor of education building.
- Dianne and Celil walked the lower lot to discuss solutions for surface ruts.
- Rebecca and Dianne checked in with family in RV illegally parked in lower lot and asked them to leave (they readily complied).
- Celil returned holiday decorations to seasonal storage and took large Christmas tree to Holly House shed.
- Celil hung RE welcome Banner outside by street on southeast corner of our property.

And Dianne also reports on **events-related coordination** and other tasks.

- Arranged for book group to use library for scheduled monthly meetings.
- Discussed wedding planning with Katherine Fugitt for daughter's June wedding.
- Met with and responded to requests for Sunday and Friday rentals for church services.
- Prepared weekly caretaker instructions for room use and set-up needs.
- Made schedule adjustments for PSWSM for their Spring concert.

- Extra time spent resending emails and contacting members/renters as many service providers were bouncing emails sent from our esuc.org email addresses.
- Made arrangements for our ongoing renter Eastside Community School to use Spring Hall and North Room for various upcoming events.
- Continuing coordination and tour with returning renter Chinmaya for use of Spring Hall and North Room for three-day event in February.
- Working with Audubon Society planning space/date for an awards dinner in February.
- Prepared agreements for Sergey Govorov saxophone concert in May and Train Club in March.
- Prepared agreement for Polish School building use.
- Prepared agreement for Ryther Aspiring Youth winter quarter.
- Fielded various requests for space rentals.
- Created various Zoom meetings for member use and kept online portal calendar updated.

 Here are the monthly financial statements.

Statement of Financial Position

As of: Dec 31st 2023

Assets

Cash

1010 Checking - Chase	38,680.04
1025 Savings - BECU	113.04
1090 Petty Cash	200.00

Total Cash	38,993.08
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Investments

1130 Stock Donations - Schwab	80.99
1140 Endowment -Schwab 8692	89,623.97
1170 Endowment Schwab 7213	971,575.82

Total Investments	1,061,280.78
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Reserve Accounts

1370 Building Reserve Fund- BECU	24,000.00
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Total Reserve Accounts	24,000.00
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HH Sale Expense Receivable

1420 HH Sale Exp Rcvable - Legal/Eng	216,778.12
1421 HH Sale Exp Rcvable - Carrying Costs	2,662.12

Total HH Sale Expense Receivable	219,440.24
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Prepaid Expenses

1531 Seabeck Prepaid Deposit	6,000.00
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Total Prepaid Expenses	6,000.00
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Total Assets

\$ 1,349,714.10

Liabilities & Net Assets

Liabilities

Current Liabilities

2300 Prepaid Pledges	9,800.00
2310 Prepaid Non-Pledge Donations	3,352.77

Total Current Liabilities	13,152.77
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Long Term Liability

2720 Damage Deposits - LT Rentals	2,750.00
2750 Building Loan	311,254.99

Total Long Term Liability	314,004.99
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Total Liabilities	327,157.76
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Net Assets

3100 Operating Fund Balance	(62,643.45)
3200 Building Reserve Fund Balance	24,000.00
3300 Endowment Fund Balance	1,061,199.79

Total Net Assets	1,022,556.34
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Total Liabilities & Net Assets

\$ 1,349,714.10

Statement of Activities - Summary

Date Range: Dec 1st 2023 - Dec 31st 2023 | Filtered by: Fund

Accounts	Actual	Budget	Actual	Budget	Annual
	Dec 01, 2023 - Dec 31, 2023	Dec 01, 2023 - Dec 31, 2023	This Year Year to Date	This Year Year to Date	Budget Jan 01, 2023 - Dec 31, 2023
Revenues					
Income - Donations	35,843.09	72,638.26	763,804.31	799,500.00	799,500.00
Income - Facilities Rentals	13,882.74	10,761.74	176,074.93	227,000.00	227,000.00
Income - Events & Pgms	1,410.00	2,100.00	89,561.97	104,700.00	104,700.00
Income - Other	60,182.38	50.00	187,923.75	76,100.00	76,100.00
Income - Fundraising	0.00	0.00	50,449.00	47,500.00	47,500.00
Total Revenues	\$ 111,318.21	\$ 85,550.00	\$ 1,267,813.96	\$ 1,254,800.00	\$ 1,254,800.00
Expenses					
Wages	47,544.94	48,863.13	565,876.13	586,358.00	586,358.00
Payroll Employer Portion	13,797.59	12,604.88	152,579.47	151,259.00	151,259.00
Professional Expenses	1,832.66	2,190.89	15,495.44	26,292.00	26,292.00
Contract Workers	640.00	1,189.62	7,720.57	14,275.00	14,275.00
Program Expense	5,362.27	3,322.39	106,379.21	115,570.00	115,570.00
Utilities	4,780.52	5,141.63	39,711.95	39,000.00	39,000.00
Facilities Expense	16,973.46	5,591.85	103,621.39	79,600.00	79,600.00
Business Expense	4,139.37	17,406.16	57,900.89	76,400.00	76,400.00
Office Expense	2,085.14	3,208.26	26,309.37	39,500.00	39,500.00
Fundraising Expense	0.00	0.00	13,596.00	12,900.00	12,900.00
Building Loan Expense	9,470.45	9,470.50	113,645.40	113,646.00	113,646.00
Total Expenses	\$ 106,626.40	\$ 108,989.31	\$ 1,202,835.82	\$ 1,254,800.00	\$ 1,254,800.00
Net Total	\$ 4,691.81	(\$ 23,439.31)	\$ 64,978.14	\$ 0.00	\$ 0.00

Director of Religious Education's Report – Amanda Alice Uluhan

DRE Report – January 2024

Community Means Strength

We are all longing to go home to some place we have never been—a place half-remembered and half-envisioned we can only catch glimpses of from time to time. Community. Somewhere, there are people to whom we can speak with passion without having the words catch in our throats. Somewhere a circle of hands will open to receive us, eyes will light up as we enter, voices will celebrate with us whenever we come into our own power. Community means strength that joins our strength to do the work that needs to be done. Arms to hold us when we falter. A circle of healing. A circle of friends. Someplace where we can be free. by Starhawk #36, "[Lifting Our Voices](#)"

Program Highlights:

Average Weekly Student Attendance (only R.E. Sundays are included)

January 2024- 36

January 2023- 42

January 2022- 19

Fall quarter (Sept-Dec) in R.E. saw many significant achievements. We have reinstated class names, helping to begin an important aspect of children's learning – an ability to identify with community! Over time (give it another couple of years!) these will become a tradition, something ESUC can hang their hats on.

- Little Uu's – Rainbow Connection curriculum
- Discovery Year – Soul Matters curriculum
- Stepping Stones – World Religions and Neighboring Faiths curriculum
- Youth Exploring Spirituality (YES-UU) – Soul Matters curriculum
- Young UU Project (YUUP!) – Becoming, a Soul Matter Coming of Age curriculum

We continue to receive positive feedback for many advancements of visibility of children and families on campus, including the R.E. table in the Sanctuary foyer, providing themed illustrated books, and the Playground Family area in the rear of the Sanctuary worship room, with children's tables and a variety of family friendly supplies.

Kids Night In was well received by families and youth of many ages (3-16 yo). We will continue to offer this event every other month.

Because of the budget shortfalls, I am delaying most, if not all, purchases for this quarter.

Family Outreach:

East Shore averages 2 visiting families per Sunday. In response to member feedback, RE staff have improved outreach and integration systems to better welcome new families. As a result, we have 6 new families regularly attending.

January 7th welcomed back the community with a well-attended multicultural potluck. New families participated and the larger congregation enjoyed the event in Spring Hall as well.

Volunteer Engagement:

The Religious Education Team, previously the Committee on Children and Youth Ministry, has taken several months at creating a strong foundation of collaboration and shared ministry.

Through this team, the D.R.E focuses on supporting leadership development within the R.E. ministry. They are a great asset to the community and look forward to collaborating with families, lay leaders, and staff in future good works. The team includes Martin Cox, Board Liaison, Dave Myers, Doug Strombom, Milly Mullarky, Barb Stevenson, and Carrie Bowman.

Administration:

In Fall 2023, I updated communications to families standardizing graphic design, social media, and newsletter outreach.

Board:

Please refer to the attached addendum regarding Youth Program fundraiser and participation in the Annual church auction.

Professional Development:

Because of the budget shortfall, I have delayed any plans for professional development courses and conferences until, hopefully, a later date.

As part of my work with LREDA, I am organizing and meeting with the Board of Directors to support both local youth conferences and professional development.

As part of my outreach to the wider UU community, I am a collaborator on a mental health toolkit for congregations.

Thank you for your continued support in shared ministry with the R.E. and Family Ministry community.

Peace,

Amanda Uluhan

Director of Religious Education

Credentialed Religious Educator

education@esuc.org

Campus Office Hours: Sunday-Thursday 9am-3pm

Membership Director's Report – Nicole Duff

Report from Director of Membership Development January 2024

Worship Numbers

2023 *

- November 5: 111
- November 12: 125
- November 19: 137
- November 26: 144
- December 3: 128
- December 10: 218
- December 17: 150
- December 19 (Blue Christmas): 10
- December 21 (Solstice): 35-45
- December 24 (4:00/7:00): 142/145

Average attendance for all of 2023 was 153 (up from 141 in 2022 and 103 in 2021)

2022 *

- November 6: 144
- November 13: 164
- November 20: 186
- November 27: 122
- December 4: 157
- December 11: 108
- December 18: 50 (no in-person service)
- Winter Solstice: 62 (online only)
- December 24 (4:00/7:00): 102/191

- December 25: 25 (online only)

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

Visitor Attendance (% of all attendees):

- November 5: 17 (15%)
- November 12: 21 (16%)
- November 19: 28 (20%)
- November 26: 17 (12%)
- December 3: 27 (21%)
- December 10: 54 (25%)
- December 17: 18 (12% - I was off this week so may missed someone)

I think it's important to note that we consistently have 15-25% of those in the Sanctuary as visitors. We are not having issues attracting new people to East Shore but getting them to come back and join.

Membership

Current Membership: 307

- Aleta Finnila resigned 1/5/24 due to other interests
- Ben Sakamoto passed away 12/6/23

Pledging Friends: 34

On Pathway: 30 (10 of those are also Pledging Friends)

Membership Teams & Responsibilities

Building Beloved Community Committee (formerly Among & 8th Principle)

The group has submitted their charter and has merged the two teams. They will continue to do book groups and other work in addition to their connection to Beloved Conversations Among. We recently met to look at the website for racial justice and that website will be getting a big refresh soon. The team is waiting for word back from the Board on their goals for the year before they make more plans.

Auction

Have you submitted your offering for the Auction? The team has welcomed Kari Leon and Margot Horn as part of the team! They are currently soliciting items for auction, and we hope each Board member will submit at least one item. The team will have an opportunity to speak during the service this coming Sunday (1/21) in hopes of bringing in more items. The Fund-A-Need is on the consent agenda for the January meeting. Auction Charter submitted and approved.

Membership & Coffee Hour & Technology

The Membership Development Team continues to work on their projects including reaching out to the newest members to get them more involved and coordinating with Lay Pastoral Ministry to write letters to our homebound members. The team will also be working with Rev. Maria Cristina for the June 9 service "Honoring Our Elders" where we will celebrate all our members who are 90+ years old. We also initiated a new volunteer position "Welcomer" for those willing to have a new visitor sit with them and then invite them to coffee hour and help make introductions. Anyone interested in doing that should contact me. Membership Charter submitted and approved.

I am working on meeting with 3 visitors about membership in the coming weeks. On Wednesday, January 31, Rev. Maria Cristina and I will be holding the first East Shore and You class via Zoom!

The Millennial Meetup will start up again for 2024 with a gathering on Sunday, January 21. We will be meeting every 3rd Sunday of the month.

I will also be working with Rev. Maria Cristina to introduce a “New Here” gathering during coffee hour so all the new people can meet with me and each other to be able to ask questions and put some names to faces.

Lastly, in an effort to continue being more inclusive, I am working on a corner in the Sanctuary to hold all our accessibility offerings. This will include sound dampening headphones (ear defenders), large print hymnals, hearing assist devices, and knitting/fidget toys. Other offerings we have include a braille hymnal and large print orders of service. I may also include doggy waste bags for service animals.

Mission Fund Drive

- Possible: 239 households
- Yes: 158, For a total of \$528,879.96
- Legacy: 4 (not asked to pledge)
- Waiver: 4 (though not necessary with bylaw changes)

Concerning the remaining 73:

- I have met with Rev. Maria Cristina as many of those people have health or other personal issues that make asking for a pledge not appropriate.
- I also met with Rebecca Chatfield and Geri Kennedy regarding a second ask. We discussed having a multiple prong approach that would include:
 - Calls made to those who just haven't turned one in either because they likely forgot or are new and just need a reminder, people who typically do pledge/donate each year.
 - Calls made to those who may need pastoral care, so a discerning person who can gauge if a financial ask is appropriate.
 - Calls made to some of our members who drastically reduced their pledges to learn if it's something that can be addressed.

It's important to note that most members who either didn't pledge or reduced often fit in a few categories:

- Issues out of our control: death, moving away, job loss, health reasons. We can't control these. We can do a better job of predicting these (and I will work with Financial Stewardship on this).
- Issues we can do something about: some people just want to have their voice heard or want something reasonable we can do something about (this is the smallest group in my experience).
- Issues we could do something about, but do we want to?: I've had people who were upset by the change in music, someone who doesn't like that we do a blessing of the animals, people who are upset over decisions to pay staff, etc. Technically, decisions could be reversed or new rules put in place to make them happy, and I would ask... do we want to?

Outreach & Website

The Outreach team will once again be offering T-shirts! Please order yours on January 18. T-shirts are great to wear at Seabeck, on hikes, at the Pride Parade or even just at the grocery store!

The Outreach team is beginning talks with Welcoming Congregations about the Seattle Pride Parade. We will collaborate on coordination, payment, and materials that can be handed out. We hope to see a large turnout! THIS is how we do Outreach... showing up to events that align with our mission and vision.

Outreach Team charter submitted and approved.

Seabeck

The team has started meeting and registration forms are being created!

Welcoming Congregations

The team coordinated a moving Transgender Day of Remembrance on November 20. They will also be working on the Transgender Day of Visibility and Pride worship services with Rev. Maria Cristina. The team is also looking into participating in Seattle Pride (see Outreach report).

Women's Perspective

The group will be honoring two members, Gayle Knopfler and Marcia Sill, as they are inducted into the Clara Barton Society. They will be helping lead the service on February 4. After, they will be holding the Margaret Fuller Tea with keynote speaker Carol Sinape who will talk about her time as a Registered Nurse. The team is also working on registration for the retreat in April.

Communications & Social Media Metrics

Yelp for November 2023

13 Yelp Visits
2 User Leads
2 Website Visit
476 Impressions

Yelp for December 2023

10 Yelp Visits
2 User Leads
1 Website Visit
1 Direction/Map
509 Impressions

Google My Business Report for November 2023

1,752 Profile Views
235 Asked for Directions
233 Visited Our Site
9 Called us

Google My Business Report for December 2023

1,737 Profile Views
216 Asked for Directions
266 Visited Our Site
2 Called us

Google Search Console for November 2023

656 Clicks from Google

Top Performing Pages

- www.esuc.org (173)
- esuc.org (15)
- <https://esuc.org/successful-bellevue-city-council-candidates-climate-environmental-forum/> (34)

Google Search Console for December 2023

756 Clicks from Google

Top Performing Pages

- www.esuc.org (208)

- esuc.org (119)
- <https://esuc.org/from-the-minister-september-2018/> (69)

ESUC.org Analytics for November 2023

* Google recently changed the way they capture analytics. Please bear with me while I learn this new system.

1,326 Users
 1,197 New Users
 1,202 Sessions
 4,173 Page Views
 1:39 Average Session

Tech

- 56.1% desktop
- 41.8% mobile
- 2.0% tablet

User Acquisition

- 49.5% Direct
- 46.3% Organic Search
- 2% Referral
- 1.2% Organic Social
- .5% Email
- .3% Other

Top Viewed Pages

- ESUC.org home: 921
- Member Portal: 146
- Worship: 133
- Rhythms of India: 103
- Staff: 101
- Upcoming Services: 83
- Location: 82

ESUC.org Analytics for December 2023

* Google recently changed the way they capture analytics. Please bear with me while I learn this new system.

1,472Users
 1,33 New Users
 1,200 Sessions
 6,727 Page Views
 1:55 Average Session

Tech

- 54.6% desktop
- 42.3% mobile
- 3.0% tablet

User Acquisition

- 50.5% Direct
- 40.7% Organic Search
- 6.8% Referral
- 1.6% Organic Social
- .3% Other

Top Viewed Pages

- ESUC.org home: 1,109
- Christmas Eve 7pm: 131

- Christmas Eve 4 pm: 118
- Worship: 117
- Member Portal: 113
- Staff: 106
- Holiday Music Service: 102
- Winter Solstice: 100
- Upcoming Services: 98

Facebook: 989 Followers

Instagram: 281 Followers

X (Twitter): 60 Followers

Threads: 36 Followers

UUAMP Work

In my work with the UU Association of Membership Professionals (UUAMP), we are currently working on planning our Professional Days which will take place in April 2024. The theme will be “Leading with Love: Shared Ministry and Adaptive Leadership.” I look forward to learning as much as possible and bringing more resources back to East Shore. I also attended a talk by Jan Gartner with the UUA Office of Compensation and she shared the resource of the Benefits Tune-Up Workbook (<https://www.uua.org/leaderlab/benefits-tuneup>).

Respectfully Submitted by Nicole Duff, Director of Membership Development

Committee and Liaison Reports

Financial Stewardship Report – Leroy Smith

Financial Stewardship 2023 Year End Report

Housekeeping Activities

- Monthly Review and discussion of financial statements
- Review and Approve 20204 Budget
- Updated Charter
- No contracts reviewed
- Added two members; lost one.

Five Year Strategic Plan

- Substantial progress delayed pending resolution of conflicts with Home Owners Association vs. Holly House. Multiple drafts were made, but all incomplete.
- Appointed Claudia Hirschey as Book Manager to shepherd the completion of the text and forecasts using the updated tool used to develop the prior Five Year Strategic Plan

Concerns

- Continued depletion of Endowment beyond the normal distribution to balance books, fund repairs and pay Holly House lawyer fees
- Lack of pledge fulfillment for FY 23 and low realization of the pledge forecast for 2024.
- Lack of adequate reserves for normal operations—instead relying on Endowment as a reserve.

Policy & Governance Committee Report – Grace Colton

Policy & Governance Committee Report – January 2024

For Consent Agenda: NOTHING

For Agenda: 4 bylaw changes for approval [P&G Comm proposals for 4 Bylaw Changes, January 2024](#)
(also included in this packet in the Bylaw Task Force Report section, below.)

For Information:

1. Bylaw Task Force update:
 - a. It is recommended that the board place this and future bylaws discussions/approval as item 1 or 2 on board agendas in the upcoming months. The Task Force is committed to completing its work by the June 2024 Annual Meeting and has several upcoming recommendations for board approval.
 - b. David Langrock will craft a motion for board approval regarding the 4 bylaw changes.
 - c. The document for board consideration includes updates on other bylaws progress to date and notes that the Bylaws Task Force is on an aggressive schedule and requests board involvement and attention to its review. The next major Task Force presentation will be at the March Board Meeting.

2. Annual Charter Review
 - a. All 9 Board Committee Charters have been submitted to P&G. P&G will review and approve them at their February meeting. In the interim, the Board will read them and discuss any areas of interest with the relevant Committee. David Langrock is representing the Board to P&G in that effort.
 - b. Per past practice, P&G coordinates the charter process. SLT approves the ministry team charters and informs the Board.
 - c. Also, per past practice, the members of the staff leadership team have been asked by P&G to include in their Board Reports specific team charters that have been approved by them so the Board knows their status. P&G has received 10 of about 30 ministry team charters.

Bylaw Task Force Report – Grace Colton

Submission to ESUC Board from P&G Committee, January 2024

Subject: ESUC Bylaws Review ([link to current bylaws document](#))

Asks from P&G Committee:

- Approve the below 4 items listed, at January's meeting.
- The Bylaws Task Force will be conversing with stakeholders listed at the bottom of the linked documents and bringing a proposal to the Board for approval at March's meeting. We ask:
 - If you do not see yourself, as a Board member, or member of SLT, listed at the bottom of the links and you want to weigh in, OR you think an additional stakeholder should be included, please contact Grace Colton asap.
 - Between now and March is the time for discussion amongst formal lay leadership. Your input as a lay leader will be too late if it is made after March.
 - After March, all Board approved items will be presented to the congregation.

- April/May BTF will gauge the congregation's reaction via Info Forum's and other forms of communications.
- At The May Board meeting, BTF will ask for final, formal approval from the Board of the whole bylaw document to be voted on at the June 9 congregational meeting.
- Identify any questions, concerns, or opinions you have about what is in this doc and the linked documents. Send them to Grace as soon as possible. This is a project that needs input earlier than later. We will hit a point in time where we can't address changes. Unaddressed topics will be postponed until after this project has ended in June.
- Give a high priority to answering emails and invitations that invite you into a conversation about bylaws.

Proposed Changes to Bylaw Articles to approve (noncontroversial; simple) - at Jan meeting

- 1) Make the following administrative Changes to entire Bylaw Document:
 - Use letters and numbers to delineate Article and Section names. Don't use Roman Numerals as a way to be more inclusive. Roman Numerals aren't taught widely anymore.
 - Replace 'shall' with 'will' in the whole document to modernize the language.
 - Use 'Board policy' not 'policy'; 'written procedures' not 'procedures' to clarify that formal policy or procedures are being referred to. There can be informal, organic ways of doing things that have not risen to the level of written and approved.
 - Format bylaw doc with footers (ESUC Bylaws, revision/amendment date) and headline of "Bylaws of East Shore Unitarian Church".
- 2) Delete Article 1 Purpose - It is a duplicate to what is in Articles of Incorporation. It isn't required by WA law. Some churches have a faith statement instead.

ARTICLE I. PURPOSE

The purpose of East Shore Unitarian Church is to establish and maintain a Unitarian Universalist church and to provide a place of public worship for the same in Bellevue, Washington; to establish, maintain, and conduct a program of religious instruction for all ages; to promote educational and cultural programs; and to further other religious and charitable work.

- 3) Revise Article III as follows (crossout is deletion; bold is new words):

ARTICLE III. DENOMINATIONAL AFFILIATIONS

The church shall be a member of the Unitarian Universalist Association and the Pacific Northwest ~~District~~ Region of the Unitarian Universalist Association **or its successor**. It is the intention of this church to make annual financial contributions to the Association ~~and to the Region~~ equal to its full fair share, as determined by the Association ~~and the Region~~.

- 4) Appendix 1 - Mission & Values - move to Board Policies where it can be more easily updated and referred to.

Subject areas to discuss after Jan mtg with stakeholders; vote on by March Board mtg.

-Revise Article II. Mission & Vision Statments - add in a specific time period for review?

-Article V. Organization revision:

Section A.5 and A.6 - Revise to put specific dollar amounts in policy?

Move all of A.6 to policy? Understand and define “unsecured indebtedness”.

Add new Section D. Staff The staff of the Church shall be composed of a minister and such other employees **authorized in the budget** (BTF - review wording) as may be necessary to manage the Church.

Add new Section E. Church Leadership The staff leadership of the Church shall act as a team, and shall annually develop and affirm a covenant to guide their collaboration. The Board shall establish the structure for the leadership of the staff of the Church. Staff leadership reports directly to the Board and will include at least one called minister or a non-called minister if the Church has no called ministers. Staff leadership may also include other key positions, as determined by the Board.

-Article VII Congregational Business Meetings - [link](#)

-Article VIII Public Witness - move to policy? Has an unusually high voting approval percent of 80%. Define ‘public witness’. [History of ESUC - becoming a sanctuary church.]

-Article IX. Elections - working with the Nominating Committee to update this section.

-Article X. Officers & Board of Trustees - # of positions on Board, how is board size determined, Nom Comm input on responsibility descriptions, move open meetings requirements to policy, in-kind gifts to policy? Working with the Nominating Committee to update this section.

-Article XI - Committees and Teams whole section revised. [link](#)

-Article XII Ministers - whole section revised. [link](#)

Personnel Committee Report – Martin Cox

Martin Cox, Board Liaison to the Personnel Committee

January 2024

Personnel Committee Meeting January 2, 2024

The Personnel Committee met on January 2, 2024. The agenda was:

- Review of Personnel Committee ratings of ESUC staff roles using UUA Job Level Rubric as part of the review of the UUA Congregational Salary Program and the ESUC Board of Trustees’ August 2023 Preliminary Compensation Study.
- Committee Composition

ESUC Salary Process Guidance

The Personnel Committee (PC) is in the process of reviewing the UUA Congregational Salary Program at the request of the Board of Trustees.

One part of this task is for the personnel committee to study the Job Level Rubric provided by the UUA and compare that to the job characteristics of each East Shore employee role. The goal is for the Personnel Committee to identify what UUA Job Level best matches each ESUC job role.

Another part of this task is to define a clear and unified process for determining the salary changes for all ESUC employees. ESUC has job descriptions for 9 or 10 roles whereas the UUA Rubric defines six Job Levels. Members of the PC had assigned a UUA Job Level Number between 1 and 6 (fractions accepted) to each ESUC job role, where:

1 is the Job Level of a Minister 1/Executive 1

2 is the Job Level of a Minister 2/Executive 2

3 is the Job Level of a Director

4 is the Job Level of a Manager

5 is the Job Level of a Specialist

6 is the Job Level of a Support person.

Deb presented a spreadsheet that displayed the numeric average job level that members of the PC had assigned to each of nine ESUC job descriptions. The discussion focused on those roles for which there was not a consensus on Job Level: DRE, Office Administrator, RE Coordinator and Facilities Supervisor. The goal of this discussion was to hear everyone's reasoning on why they view that ESUC role as corresponding to the UUA Job Level they picked.

The discussion noted how difficult it is to separate the ESUC job description, on the one hand, from the person currently in that job, on the other. The PC is trying to assign UUA job levels to the job description, not to the person.

The discussion also noted the wide disparity between the ESUC job descriptions (which talk a lot about skills and experience), on the one hand, and the UUA job levels (which talk a lot about impact and visibility), on the other. It was noted that ESUC job descriptions are starting to look dated, and it might be worthwhile to review what ESUC thinks it really needs in each of these job roles and to update the job descriptions accordingly.

The PC did not make any decisions about mapping ESUC roles to UUA job levels at this meeting.

The PC will pick up the "ruler method" part of the UUA Congregational Salary Program at the next PC meeting (February 2024).

Also at the next PC meeting, the PC plans to discuss the Board of Trustee's request to the PC to recommend a process by which the board may ensure a consistent and equitable application of the UUA Congregational Salary Program guidelines when making decisions about staff salaries each year.

SLT Member Evaluation Task Force (ETF)

The Personnel Committee noted that January is the time of year to gear up for the Staff Leadership Team (SLT) Evaluation Task Force (ETF) Process.

The SLT Evaluation Task Force (ETF) process is the annual review process of the four members of the SLT. The ETF process will start when the Board of Trustees directs the PC to form the ETF. This will likely occur at the January 2024 BOT meeting. The board must also name two voting members of the BOT to be work on the task force.

The high-level overview of the ETF process is documented at the following link:

<https://eastshoreunitarianchurch.sharepoint.com/:w:/r/sites/SLTEvaluations/Shared%20Documents/A-SLT%20Master%20Evaluation%20Forms/2024%20Evaluation%20Process%20for%20SLT%20Members.docx?d=w717fcccc368546dab412d3be5837cb39&csf=1&web=1&e=Owx2fF>

Two voting members of the Board of Trustees team up with two voting members of the Personnel Committee to form the Evaluation Task Force (ETF). The task is to prepare and deliver performance evaluations of the four members of the SLT. Input is gathered from the Board of Trustees, all peer

members of the SLT, all East Shore staff who are direct reports, and two other members of the community as chosen by the SLT person being evaluated.

The ETF process culminates in May when each member of the ETF delivers the draft evaluation to each member of the SLT, the SLT member responds, and the two have a meeting where they discuss the evaluation. The final written evaluations are then delivered to the Board of Trustees.

Personnel Committee Composition

At the Personnel Committee meeting of January 2, 2024, the committee discussed the fact that the committee is still down one person. Current Personnel Committee members and terms of office are as follows:

	Term(s)
Deb Boehm-Davis	11/2019-10/2022, 11/2022-2025; Chair: 7/2021-
Karin Pierce	1/2019-12/2021, 1/2022-12/2024
Elaine Richlie	7/2022 - 6/2025
Eric Horner	11/2023 - 11/2026
Minister:	Rev. Dr. Maria Cristina Vlassidis Burgoa (ex officio)
DFO:	Rebecca Chatfield (ex officio)
Board Liaison:	Martin Cox (liaison)

ESUC Personnel Committee meetings occur at 6:30 PM on the first Tuesday of each month.

Respectfully submitted,

Martin Cox

Board Liaison to the Personnel Committee

January 18, 2024

Right Relations Committee Report – Susan McDonald

RR Committee January, 2024 Board Report

1. **RR Charter update/2024 Goals** – we spent most of the meeting brainstorming and discussing our role/plans/goals using the 2024 BOT goals as a guide. The results are below and have been incorporated into our 2024 Charter and sent to Mary Anderson.

2024 RR GOALS

1 - TRAINING – Combine learning with doing

We commit to seeking out and attending a variety of training programs in support of conflict resolution and other conflict related topics. These include:

UUA Right Relationship Congregational Team Training –four members are in the midst of this work and when complete this spring, all RR committee members will have completed the training.

City of Bellevue – Conflict Resolution Center Training; RR members will be attending workshops this year including *The Art of Listening and Cross Cultural Conflict Resolution* workshops.

2 - HELPING OURSELVES, THE CONGREGATION, and the STAFF REPENT AND REPAIR, in support of healing – Include ourselves as learners.

We commit to work toward understanding what it means to heal, how we can create spaces and opportunities for healing, and how Right Relations can support healing at East Shore. We will continue to explore ways to deal with conflict and offer spaces at East Shore for dealing with conflict.

RR will support Worship service this April on Transformation; may provide opportunity to review and renew our church-wide RR Covenant

3 - DIVERSIFY THE RR COMMITTEE

We commit to anti-racist work as a team and to expanding the membership of the Right Relations Committee. We have two new/visiting members attending our meetings and trainings.

We intend to enable and empower marginalized voices, work to ensure that all voices are heard, and encourage congregational exploration of barriers to inclusion. We will support conversations and initiatives that further this goal including leadership development support.

Note: All of our goals are in support of 2024 BOT goals

2. 3rd Saturday Circle

After discussion, we are going to “suspend” the 3rd Sat Circles; rationale includes:

- Dwindling attendance
- “Hot topics” on hold for now
- Other activities are providing connections for members

RR Committee members still support having Circles – always a positive experience and connection for those who participate

- Susan has contacted Nicole to let her know that we are on hiatus with 3rd Sat circles

3. Social Justice Council – Monday, January 8 at 6 PM

Carrie and Amanda attended for the RR Committee.

On the SJC calendar, RR is scheduled for **April 28**. That includes Worship support and post service discussion/circle. Topic is Transformation

Next meeting, need to discuss our ideas for the April 28 service so we can schedule a collaboration meeting with Rev. Maria Cristina.

4. New RR members

- Amanda sent draft for comments based on her recent experience. We will keep adding/updating this document
- We welcomed Karin Elofson to our meeting – Karin has RR experience from her previous UU congregation in Maine

5. ECAM – moved to February meeting due to time.

6. Miscellaneous

- Repentance and Repair book discussions – Maury updated
- UUA Training continues – Carrie, Amanda, Karin and Susan
- RR file management – Working on giving everyone on RR Committee access to existing Google Drive; Goal is to have all key documents in this location

Nominating Committee Report – Beth Wilson, PhD

Nominating Committee Board Report - January 2024

We have successfully paired Jenny Hall with the Financial Stewardship/Endowment Committee and she is now actively participating on the team. We continue to look for a suitable candidate to join the Personnel Committee.

We met with members of the Bylaws Task Force about revising bylaws relevant to Nominating Committee. We will be discussing the impact of suggested changes and giving our feedback.

We have begun meeting twice monthly to increase our recruitment efforts. We hope to complete the slate by the end of March, 2024, filling 2 Board positions and 2 Nominating Committee positions. Suggestions of potential candidates are welcome from the Board.

Beth Wilson, Nominating Committee Chair

Holly House Task Force Report – Evelyn Smith

Holly House Task Force Report - January 15, 2024 Meeting

Signe is signing the contract with our broker, Berkadia, after which the Holly House property will be ready to be put back on the market this month.

Evelyn Smith, Liaison

Holly House Task Force

APPENDICES

Appendix A: Minutes of the December 2023 Meeting

Minutes of the Meeting of East Shore Unitarian Church Board of Trustees

December 21, 2023

Board Members present: David Langrock, Evelyn Smith, Geri Kennedy, Taya Montgomery, Keely Cofrin Allen.

Board Members absent: Signey Lalish-Menagh and Martin Cox.

Staff Leadership Team present: Rev. Maria Cristina, Rebecca Chatfield, Amanda Alice Uluhan, Nicole Duff.

Visitors present: Amanda Strombom, Mike Radow, Grace Colton and Ryam Hill.

Meeting commenced at 3:35 PM, PST.

Chalice Lighting

Rev. Maria Cristina gave a reading from Ticht Naht Han.

Land Acknowledgement

David read the Land Acknowledgement.

Check-in

All checked in sharing one new and interesting thing they have been thinking about.

Consent Agenda

Keely Cofrin Allen moved, Evelyn Smith seconded, and the motion passed unanimously to approve the consent agenda as follows:

1. Approve the November 2023 BOT meeting minutes.
2. Approve the proposed plan for one-on-one meetings between voting Board members and individual SLT members (full wording in the packet).
3. Ask the Budget Committee to debrief on the budget process of August – December 2023 and present findings at the January 2024 BOT meeting.

Discussion Item #1: Holly House Report

Holly House Report – Evelyn reported that the agreement with Channel Place regarding easements had been signed. It was anticipated that the property will go back on the market in January with offers to be reviewed in February. The task force anticipates that there will be minimal attorney fees until the time for contract review. Closing anticipated to take between 12 and 18 months.

David Q: When we publish the property for sale, will we have an asking price?

Evelyn A: Yes, we will have an asking price.

Rebecca: Depending on which buyer comes forward, we could see the earnest money deposit coming some time in 2024 out of which we will pay the easement agreement \$108K. Then the full amount would come at some later date, probably 18 months out. It all depends on the buyer.

Discussion Item #2: Year End Financial Review

Rebecca presented a Year End Financial Overview. This was a Power Point reviewing highlight of the year 2023 and current state of financials. Wanted to give the board a view of the big things that happened in 2023. Data as of December 21, 2023.

Donations and collections lower than expected Nov-Dec. Full year will be \$762K About \$38K less than budgeted.

Rental revenue actual will be about \$175K vs. a budgeted \$227K.

Endowment draw of \$75.5K as planned plus 2 additional endowment draws (beam repair, other repairs, and legal fees related to holly house).

Most expenses tracked what we budgeted. Several came in below budget, several facilities repairs came in over budget esp. General Maintenance and Fire Suppressions systems.

Balance sheet shows large attorney and engineering fees for Holly House (that were not budgeted).

Question about the drop off in pledges was answered that 4 donors' pledges changed for different reasons.

David noted the need for further analysis regarding monthly deficits and expressed concerns regarding Holly House attorney fees (Nov and Dec) that exceeded Board's approved amounts.

Discussion Item #3: Fund Raising Calendar

Nicole presented a timeline chart showing the approximate dates of all known fund-raising activities anticipated in 2024. She reported that it was a draft and the SLT was working on the best timing for

these activities. The timeline helps identify overlapping “asks”. How frequently do we have overlapping asks? Where are we putting our focus? Is the dip in our donations because we’re asking for too many other things at the same time? We want to be good stewards of everyone’s money, and we do not want to overwhelm people. The SLT will continue to work on this.

It was noted that shortfalls in pledges were a concern and may need some additional planning.

Rev. Dr. Maria Cristina shared that we have a new share the plate team that is trying to support the board’s goals to nourish existing partnership relationships. Also recognize the Sunday morning worship flow will change to make room for money appeals. We need to nourish relationships in ways other than money. Bear with us as we consider all the color-coded dates. Now we have to come up with a sustainable schedule. 52:41

Discussion Item #4: GA Selection Process

Nicole noted there is one possible volunteer already. The Building Beloved Community Committee will be asked to present a proposal for the selection process. The Board may vote via on-line poll to approve due to need for decisions prior to the increase in fees for attendees from \$280 to \$315 at the end of February.

Rev. Maria Cristina left the meeting to prepare for the Solstice gathering.

Discussion Item #5: Review Charters and Goals of Board Committees and Task Forces

David noted that there is a Bylaws requirement for Board review of charters. A process will be put in place for each member to review assigned charters to spread the task out, but all will be available to all Board members. It was noted that one issue will be to assure that the committees are not duplicating efforts or overlooking tasks. Approval anticipated for January.

Announcements

A reminder was announced that all staff will be on vacation from December 25 – January 1.

Process Reflection

Nicole noted that it was very helpful to have the agenda in chat and thanked Amanda Alice for doing that. She heard the need for more discussions regarding finances and will let all board members know when there will be a meeting in January.

Closing

David gave a reading from Jennifer Pratt-Walter. Guests left the meeting.

Executive Session

Financial Stewardship Committee - It was moved, seconded and passed unanimously to appoint Leroy Smith as Chair and to appoint Jenny Hall and Claudia Hirschey as members.

SLT Conversation – when time allows, need to first plan how to format.

The meeting adjourned at 5:30 PM

Appendix B: Evaluation Process for SLT Members

Evaluation Process for SLT Members

Background

The Board has requested input from the Personnel Committee on how SLT members should be evaluated. This document presents their proposal for that process. [Approved by the Board October 26, 2024]

Proposed Process

1. The Board shall establish an Evaluation Task Force (ETF) to evaluate each SLT member each year. This task force will normally consist of 2 members of the Board of Trustees (BOT) and 2 members of the Personnel Committee (PC).
2. The ETF will ask for a copy of the SLT member's job description (confirm that it is up to date), list of routine annual activities, SMARTIE goals* (see [form](#)) and their self-review (see [form](#)). The ETF may choose to make updates to the form if they feel they are warranted.
3. The ETF will reach out to the following people for input on the SLT member:
 - a. All other SLT members
 - b. The president of the Board of Trustees or their appointee from the BOT
 - c. All staff members who report to the SLT member
4. In addition, the SLT member may identify up to 2 additional people as peer reviewers. These peer reviewers may be drawn from the possibilities listed below. SLT members are encouraged to include at least one peer reviewer from the final category, chairs of relevant ministry teams and board committees.
 - a. Staff members who do not report to them
 - b. BOT members who had occasion to work with the SLT member during the year under review
 - c. Chairs of relevant ministry teams and board committees
5. The ETF will solicit feedback from all individuals providing a review using the Peer Review Feedback [form](#).
6. A member of the ETF will ensure ETF access to copies of the last two evaluations for each SLT member.
7. Based on all the information provided to them, the ETF will draft an evaluation report (see [form](#) for a suggested format). The report will speak to an assessment of the SLT member's:
 - a. Performance on routine aspects of their position (their recurring goals)
 - b. Performance relative to their SMARTIE goals related to church goals for the year (and on their annual list of goals)
 - c. Growth/development in competency areas such as leadership, job knowledge, effectiveness, teamwork, etc. (areas identified by the job description as essential to successful SLT performance in their position)
 - d. Areas for improvement/growth
8. Once the peer reviewer information has been obtained and reviewed, and a draft of the evaluation has been written, at least one member of the ETF shall have a face-to-face meeting with the SLT member to discuss the evaluation. This meeting shall be used to transmit a copy of the draft evaluation and the substance of the review. It will be used to clarify anything needing clarification prior to writing the final version of the evaluation report. The SLT member will have 5 business days to respond to the committee with any errors of fact that they note in the draft report. If any such errors are noted, the committee will evaluate the reported discrepancy, correct any factual errors, and finalize the report.
9. Once the report is finalized, an original and one copy of the report shall be provided to the SLT member, who will sign the original to acknowledge receipt. NOTE: Signature does not indicate agreement with the review; it indicates receipt of the document.
10. The SLT member may choose to write a response to the final evaluation report. This response should be delivered within 5 business days to the ETF.
 - a. A paper copy of the report, a copy of each peer reviewer's feedback and any response submitted will be placed in an envelope to be placed in a locking file cabinet, unopened, that belongs to the Board and which contains Board materials, including

personnel evaluations. A key to this file cabinet will be held by the Board President and Board Secretary.

11. The final report and any response received will be shared with the voting members of the Board and discussed during an Executive Session of a Board meeting. Once the report has been discussed and the SLT member evaluated by the Board, both BOT members and ETF members should destroy any confidential materials (on paper and electronically).
12. The BOT will review the SMARTIE goals proposed by each SLT member for the coming year, suggest changes, and approve a final copy of each SLT member's goals.

Note: A guidelines document has been created that outlines guidelines for conducting the SLT evaluations that follows the approved SLT Evaluation process. That document is here:

<https://docs.google.com/document/d/1PFJhRp0YUj2VtwG72Bcz8E7s3hzwYHgbEZxyUaUU-Fc/edit?usp=sharing>

Proposed Deadlines

Date	2024 Dates	Action
SLT Goal Setting		
DATE BOT sets church goals	August 2023	Board finalizes goals
Within 3 weeks from date BOT sets goals	Not set	SLT members draft their goals for the upcoming church year (not fiscal year) and submit their proposed annual SMARTIE goals
As soon as SLT goals are submitted	Not set	BOT begins review of SLT annual SMARTIE goals for the upcoming church year and sends suggested revisions to SLT members
No later than second BOT meeting after SLT draft goals are submitted	Not set	BOT approves SLT member annual SMARTIE goals for the upcoming church year
SLT Evaluations		(Note: All dates are relative to the final date, when BOT wants final evaluation submitted)
-3 ½ months	Feb 15	ETF Formed by the BOT

- 3 ½ months	Feb 15	SLT members asked to: consider if they would like any additional reviewers (max 2), begin to write their self-review and gather other materials needed by the ETF.
-3 months	No later than March 1	SLT members inform ETF of their additional reviewer selections
- 2 ½ months	March 15	SLT self review, copy of job description, copy of annual routine activities, and copy of SMARTIE goals for the past year to be submitted to the ETF
- 2 ½ months	March 17	ETF members reach out to peer reviewers with peer reviewer forms and information provided by SLT member. Reviewers should be informed about where reviews should be returned and deadline for return
-2 months	March 31	Peer reviews due to ETF
No later than the day before ETF member meets with SLT member	April 28	Draft evaluation
-1 month	First week of May	ETF member meets with SLT member to discuss draft evaluation
-2 weeks	May 12	Final report delivered to SLT member
Date BOT wants review shared with them (after rebuttal period has passed)	May 16	<ul style="list-style-type: none"> ● Final report, a copy of any response submitted will be placed in an envelope and submitted to the Director of Finance and Operations ● The final report and any rebuttal received shared with the Board

Approved by BOT: October 24, 2026

Appendix C: Letter of Support for Najibullah Ghaznawy

The motion the board is asked to vote on is as follows:

The Board of Trustees of ESUC gives its approval for the President of the Board to sign the Letter of Support for Najibullah Ghaznawy on behalf of the Board and congregation of East Shore Unitarian Church.

Marcia Joslyn Sill made a request to the Board of Trustees to sign a Letter of Support for Najibullah Ghaznawy, a young Afghani man, on behalf of the congregation of East Shore Unitarian Church, to strengthen Mr. Ghaznawy's chances of being granted a United States Visa so he can come to the United States as a refugee from Afghanistan. This request has come from Marcia's friend Enayatullah Hassany, a brother of Najibullah Ghaznawy. Mr. Hassany and his wife and children are already here in Seattle. From 2010 to 2013, Mr. Hassany helped the US military in Afghanistan and worked for NGOs funded by USAID. Mr. Hassany and his family received threats from the Taliban and warlords, obtained a Special Immigration Visa (SIV) and relocated himself, his wife, and his children to Seattle in 2019. Now Mr. Hassany is trying to secure a visa for his brother, Mr. Ghaznawy to get out of harm's way and relocate to Seattle where Mr. Hassany will support his brother with housing and help finding a job.

The following documents are (1) the text of the letter of support we propose to sign on behalf of the church followed by (2) (3) Enayatullah's Family Statement of Threat, which tells Mr. Hassany's story, and (3) Support System for Enayat's Family.

As Marcia Sill and Mr. Hassany see it, it is urgent to get Najibullay Ghaznawy out of harm's way as soon as possible. This letter of support is not a request to the church for financial support. Najibullah will be housed initially at Enayat's home and Enayat will find him a first level job. Marcia Sill will join the family members as part of the sponsoring group. Marcia believes that, "helping this young Afghan gentleman escape to safety will be very good for our church —to act and to feel we can help a deserving refugee to make a new start in Seattle."

Text of the Letter of Support

[Your Church Letterhead]

[Date]

[Recipient's Name] National Visa Center [Address] [City, State, ZIP Code]

Subject: Recommendation for Mr. Najibullah Ghaznawy

To Whom It May Concern,

I am writing this letter on behalf of Mr. Najibullah Ghaznawy, whom we earnestly recommend for consideration of a visa by the National Visa Center. Our church community has had the privilege of knowing Mr. Najibullah and his family, particularly through our contact with his brother, Mr. Enayatullah.

Najibullah, born in the Ghazni province of Afghanistan, belong to the Hazara minority, a community that has faced persecution and execution merely due to their ethnicity and differences. The precarious situation in Afghanistan has put their lives, especially Najibullah's, at great risk.

During the presence of the USA in Afghanistan, Enayatullah and members of his family actively contributed to various projects funded by USAID and collaborated with the International Security Assistance Forces (ISAF). One family member served as an interpreter with commendable dedication, while others were involved with the U.S. Embassy, including projects like the Justice Sector Support Project (JSSP), and with the US Army Corps of Engineering contractor (Omran Holding Group).

Their commitment to improving the lives of fellow Afghans led to the establishment of strong relationships with many Americans, whom they regarded as friends. They opened their homes, participated in social gatherings, and reciprocated invitations to coworkers' events.

The recent change in Afghanistan's situation, with the return of the Taliban, has jeopardized the safety of Najibullah. Their past associations and ethnicity make them particularly vulnerable to persecution and execution. Najibullah, a young and dedicated individual, has been left behind in Afghanistan, facing imminent danger.

We firmly believe that Mr. Najibullah Ghaznawy poses no threat to the national security of the United States. On the contrary, we are confident that he would make a significant and positive contribution to the country. His family's history of service and collaboration with Americans reflects their dedication to fostering goodwill and understanding.

We kindly request the National Visa Center to consider this recommendation seriously and to expedite the processing of Mr. Najibullah Ghaznawy's visa application. We believe that providing him with the opportunity to seek refuge in the United States is not only a humanitarian gesture but also aligns with the values of compassion and justice that our nation upholds.

Thank you for your attention to this matter. Should you require any additional information or documentation, please do not hesitate to contact us.

Sincerely,

[Your Full Name] [Your Position/Title] [Your Contact Information] [Church Name] [Church Address] [City, State, ZIP Code]

Enayatullah's 1/11/2024 Email to Rev. Dr. Maria Cristina, Martin Cox, and Marcia Sill

Dear Rev.Dr. Maria Cristina and MartinCox, Board Secretary and Marcia,

Thank you so much for your time and cooperation. It is my honor that I get acquainted with each of you through email. I appreciate your support for my brother Najibullah.

Herein I am sharing with you my family statement of threat and my brother's photo with samples of support or recommendation letter as per Marcia's advice. I hope this helps you.

With best regards,

Enayat



Enayatullah's Family Statement of Threat

To whom it may concern:

My name is Enayatullah Hassany and I am writing to you on behalf of my sibling Najibullah Ghaznawy currently residing in Afghanistan. After many years helping the US military and government, I was thankfully relocated on a Special Immigration Visa (SIV) to Seattle, Washington where I've been living for the past Four and half years. My sibling Najibullah has not been so fortunate. I am deeply concerned about his safety under Taliban rule and am therefore requesting assistance to help him flee Afghanistan to the U.S. where he can live without threat. My other siblings and father were also involved in US government and military efforts and, because of their efforts as well as my own, are well known as "supporting the US". Many of my family members have been receiving written and verbal threats from the Taliban and have been warned repeatedly that they will be killed one day.

As children growing up in Afghanistan, our first experiences were hunger and thirst; our first sound was explosion; our first identity was homelessness; our first glance at the world was the war-torn country we called home. My eight siblings and I were born in the Ghazni province in a little town called Zardalo in the Qarabagh district which is located in the southeastern part of Afghanistan. Being from the ethnic Hazara minority, we were persecuted and executed from birth. From the time my siblings and I were young, it was not uncommon for Hazara people to be killed just for our ethnicity. Due to threats to our lives, my family fled to the northern part of Afghanistan to escape persecution and displacement. After our escape, local Pashtun insurgents captured, burned, looted, and demolished my home village.



This is my hometown in Ghazni province, Afghanistan, which was destroyed after we fled to the north due to persecution.

There is nothing more challenging than leaving your town village and ending up in a totally different area with no relatives around and where you are a stranger. We had to start everything from scratch.



This is a photo of my family, including my mother and siblings. We had to start over from scratch after fleeing persecution in the southeastern and moving to the northern region.

We accepted all these wanderings and loneliness to save our family's lives. Education was my family's priority; but due to poor economic circumstances, unfortunately, we could not afford to attend higher education after high school.

The US presence in Afghanistan provided opportunities for me and my family for the first time in our lives. My ability to communicate in English allowed me to work for Central Asian Free Exchange (CAFÉ)/MRDS in different positions and get acquainted with a lot of American coworkers. CAFÉ also funded computers and supported me to start a computer project for vulnerable male and female students who could not afford to learn computers through Pulghoo. We started teaching local Afghans how to use a computer and step-by-step skills with applications like Word, Excel, and Access databases. We also provided ESL, Persian/Dari literacy classes, and math courses throughout Subh-e-Danish Association and Pulghoo.



This was the computer class funded by CAFÉ and Pulghoo, in which hundreds of male and female students benefited from this project and learned computer programs that had a good impact on the community.



Through this organization, we provided ESL classes for students. We established math courses, and Persian/Dari Literacy for both adults and youth to compensate for their education when they did not have a chance to learn during the Civil War.

Through this local NGO, SDA/PRF we conducted many awareness programs for the community, many workshops and seminars for human rights, women's rights, youth capacity building, youth and women empowerment programs, fun music, and entertainment.



Through my NGO, we conduct various awareness programs that include celebrations of students' graduation, kids' poems, speeches to create awareness, drama performances, music, and entertainment for people of all ages, including youth, adults, men, and women. Sometimes, my coworkers also attend these programs.

I used the stability provided by the US presence to go to college and got my bachelor's degree studying in the Engineering Faculty at Balkh University. After I graduated from university, I was employed by ACDI/VOCA, as a Monitoring Evaluation Officer (Engineering) from Mar 2010 up to Dec 2013 under the United States Agency for International Development (USAID) funded, Incentive Driving Economic Alternatives project (IDEA-NEW) for the northern region of Afghanistan. In the four years spent working for these programs, I occupied highly visible positions in support of volatile issues in Afghanistan, including issues with illicit opium production and the support of women's rights. My assignments required me to travel to targeted districts of Northern provinces of Afghanistan conducting field monitoring missions to RADP-North activity sites. I was recognized as a USAID project representative in my society, which put me in a vulnerable position. My involvement in over 100 missions on behalf of the U.S. government in these areas resulted in serious threats, including death threats, by Warlords, criminals, and the local Taliban. My family was threatened by insurgents that "Americans will leave this country and we will be here when they do. There is a payback coming for your actions." Based on their threats, my application for a visa was approved by the US government, and in 2019, my wife, my children, and I were relocated to Seattle, Washington.



These pictures capture my involvement in monitoring project sites for the USAID Program in major cities.



These pictures are parts of the activities I was involved in for the awareness program. I was monitoring the project site in the villages and rural areas for the United States Agency for International Development (USAID) Program.



These pictures are parts of the activities I was involved in; I conducted surveys and helped people during the disasters in remote districts and villages for the United States Agency for International Development (USAID) Program.

My siblings are educated and stand on their own feet during the presence of the USA in Afghanistan. One brother who graduated as a civil engineer and worked as an interpreter with the International Security Assistance Forces (ISAF) based in Mazar-e-Sharif, was granted a visa to Germany and is now a German citizen. My other brother graduated from the political and law faculty and worked as an advisor at the Criminal Procedure Code Working Group (CPWG) with the U.S Embassy with the Justice Sector Support Project (JSSP) founded by the U.S. Embassy and conducted by Tetra-Tech in 2017-2021.

During his tenure with the Legislative Capacity Building Section (LCB), he helped the Government of Afghanistan in legislation particularly reforming current laws and developing new ones. He has been under threat as a result of his employment. His Special Immigration Visa was approved and granted and evacuated to U.S. Seattle in 2022. My third brother graduated from Information Technology (IT) and started working with the US embassy in Kabul. This crisis happened he was evacuated to Portugal where he lives there now. My fourth brother Najibullah still studying IT and is at a standstill with the current situation since the Taliban took over. He is good photographer. My sister worked as a logistic admin assistant at Public Health Hospital in Mazar-e-Sharif band from work now. She was a woman activist and conducted many women's empowerment activities through our NGO. My father worked with the US Army Corps of Engineering contractor (Omran Holding Group) as a warehouse clerk.

All these activities in the past put my family's life in danger and those who were left behind are under persecution. The local Taliban persecuted my family because they asked critical questions about why we became educated and why we have worked with Americans; however, it was our choice to be educated and my family values education highly. Taliban also says, "We are American agents – and infidels – our whole family was involved and worked with foreigners". Local Taliban and insurgents believed Americans supported us to become educated. The local Taliban and insurgents claim that we are from a "poor Hazara ethnicity family" and could not have afforded education without foreigners' support. They

claim the foreigners (the Americans) supported and helped us and trained us as “agents” which is not true. It is true that under the US presence, we had good relationships with many Americans and co- workers and regarded them as friends. We invited them to our house and my family's wedding parties and attended their parties when invited by them and had a good relationship together.



These are pictures from my family party where my coworkers joined us for lunch, and we had a good time together.



These pictures were taken when I attended my coworker's party for Thanksgiving invitation and we had lunch together and a lot of fun and amusements

Now my only brother who was left behind in Afghanistan has not been as fortunate as I to leave the country. He got both verbal and written warnings locally. He is under persecution not only in compensation for my family's activity being partners with the US and foreigners in the past years but also because we belong to the Hazara ethnicity that is always persecuted and executed. Each member of my family was identified and known in many areas of the provinces by the Taliban and insurgents. My brother has been very lucky that has not been captured by them yet. However, they imposed a huge amount of money on my family to pay by no means except we are well-known as Afghans who worked for the Americans by local leaders, village elders, political leaders, and the community. I am concerned about their lives, especially Najibullah who is young, dedicated, and vulnerable.

I want to express my gratitude to the US government for providing me with the opportunity to live in peace and settle in Seattle. I used to work for a non-profit organization called ReWA (Refugee Women's Alliance) as an Employment Case Manager. I am committed to helping new immigrants and refugees coming to the USA find suitable jobs.

I earnestly request you consider my family's difficulties and provide my brother with the necessary support to come to the USA and pursue his ambitions and dreams. I am thankful to my American colleagues, Rob Graves, John McCoy, Juna Chung, Julia Bolz, and my family friends in Seattle, Marcia Sill, Julie Grant, and their kind-hearted families, and others who have shown their sympathy and support during these terrifying situations that my family in Afghanistan is facing.

God bless them all.

Yours sincerely,

Enayatullah Hassany

Support System for Enayat's Family

A solid support system will greet the Hassany family in Seattle. This resourceful and resilient family will be greeted by their sister daughter and son brother when they arrive. The family will initially be housed with their brother and sister who already live in Seattle. Their Seattle son, Enayatullah is a human resource professional at ReWA (Refugee Women's Alliance) where he has developed the skills to be able find jobs for his newly arrived family members. It is not anticipated that, after a short initial period of transition, the family will be a huge burden for government social services. There is a close knit Afghan Community already thriving in Seattle.

The Seattle families are members of Hazara Community of Washington (HCWA). HCWA is also determined to help in all orientations and navigations of new comers to U.S.A. Beside that, HCWA can help with donations and other resources for the newly arrived family.

In addition to their children, Marcia Sill pledges to be part of the family's support team. She has already paid for their governmental registration expenses and is prepared to help them financially until they get on their feet in their new country.

Land Acknowledgment

Land Acknowledgment

"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.”