

**First Unitarian Church**  
**Agenda Board Meeting December 3, 2025 6 – 9 pm**

Board (only) Deepening 6:00-7:00 pm

Board Meeting – 7:00-8:00 pm

Holiday Party: 8:00-?

Buchan Reception

Join Zoom Meeting:

<https://us02web.zoom.us/j/82930223125?pwd=nWHAO9V2u2GYaaNeMOcai3cKCsZ4VU.1>

Meeting ID: 829 3022 3125

Passcode: 398649

Pre-Board Meeting:

6:15-7:00 Potluck dinner and conversation

Board Convenes

7:00 Opening: Reading, Chalice Lighting, Read Covenant (below)  
Determine quorum, identify process evaluator, accept agenda

7:05 Sign thank you cards to the staff (Saranna brings)

7:10 Introduction and Congregant Comment Time (Roger reads introduction, if necessary)

7:20 Revisions to November minutes?  
Consent Agenda: Jennifer Springsteen's Ordination on June 13th

7:25 Committee Minutes Questions?

7:45 Executive Team Updates

8:00 White Elephant Exchange and Dessert  
- Please bring your gift and some festive desserts to share

9:00+/- Closing Reading & End of meeting

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**First Unitarian Church of Portland Board of Trustees Meeting Minutes**  
**Wednesday, November 5, 2025**

Board Attendees: Leslie Pohl-Kosbau, Julia Griffiths, Roger Tobin, Linda Craig, Roger Robinson, Saranna Weller-Filz, Harriet Shaklee, Bob Bonner, David Livermore (online).

ET Attendees: Alison Miller, Tom Disrud, Kathryn Estey.

Board/ET members absent: None.

Non-board/ET attendees: Josh Reckord (on line), Lucy Garrick, Eloise Eccles (Nominating Committee)

Process Observer – Bob Bonner

**7:06 pm Chalice Lighting/Reading**

Harriet read words by poet, Mary Oliver.

**Read Board Covenant**

**Quorum determination**

A quorum is present

**Review Agenda**

No changes proposed

**Congregant Comment Period**

No congregant comments.

**7:12 pm Consent Agenda**

- Approved October meeting minutes

**7:16 pm Board Committee Updates**

- Stewardship: Leslie provided the report. Meeting held Wednesday, members and ET attending. Now have stickers for those who have pledged and they will be handed out at Sunday services to those turning in pledges. Campaign update: A short film will be sent to the congregation announcing the giving campaign. Various social justice groups and program leaders are helping with outreach to their members/friends. New this

year: Lay ministers will help with outreach to people living in assisted living facilities. The giving campaign will conclude on Sunday November 23rd, with a Souper Sunday celebration. Board will provide ice cream and board members are requested to participate in serving dessert.

- Foundation Board Presentation - Dev is absent so update will be added to a future agenda

## **7:30 pm Policy-Based Governance (PBG) Presentation & Discussion**

### **PBG Background**

- Kathryn presented background and provided handouts on PBG. Key components of PBG:
  - PBG clarifies staff and board's roles and responsibilities.
  - The board speaks with a unified voice.
  - Clarifies decision making authority over various kinds of issues
- Tom shared examples of areas where playing dual roles of board member and constituents of the congregants can cause confusion.

### **PBG Structure**

- Alison: Reviewed the church Bylaws and Governing Policies which can be found here. [https://www.firstunitarianportland.org/wp-content/uploads/2025/09/Bylaws\\_2025.pdf](https://www.firstunitarianportland.org/wp-content/uploads/2025/09/Bylaws_2025.pdf)  
Key points of PBG in practice:
  - 1) The church covenant speaks to both congregational and individual roles.
    - Congregants contribute to governance
    - Opportunities to contribute to the transformation of self and society.
    - Bylaws reflect core values which are shared and clarifies what qualities are carried into the future. They specify the Eight Principles.
    - Next level is the mission statement and ours is 30 years old.
    - And finally in the Governing Policies are the eight ends policies - the impact and who we serve
- Kathryn: PBG guidance also defines board roles/responsibilities and helps to focus board discussions: Past example: Lack of clarity as it related to accounting causing a board to get overly focused on operational details.
- Alison: Board is responsible for defining a vision, mission and core values that reflect both the church and its related landscape.
- ET is responsible for how we execute and is involved with the board as it relates to specific fiduciary decisions; i.e., contract commitments above a certain value.

- Individuals on the board/ET often wear multiple hats and need to be mindful of which hat they are wearing when giving input as a board member on how best to share major changes and decisions with the congregation.

### **Questions/Observations**

- How do the defined "ends" relate to the board's fiduciary responsibility?
- Because of Covid some board practices devolved and meaning may have been lost.
- Historically, the Board and ET have shared stewardship in clarifying which parts of certain activities need to be articulated.
- Referring to Kathryn's hand out #1. What does the congregation do? How do we distinguish between church members and church friends?
  - Kathryn - We have three designations: church members, voting members, and friends in the First Unitarian database. Some friends are not known or in the database, such as those who may donate online. There are a variety of conditions for people who are connected to the church:
    - Some friends are intermittent in connection to the church.
    - Members can become inactive and go to inactive space in the database.
- We need to rearticulate the Unity Consulting chalice. The image is meant to represent member and friend designations and the flame is what makes it come alive.

### **Priorities for this year**

- This year we need to work on our Mission Statement but also some procedures, to be defined, and perhaps revitalize some of the old ones.
- We have both big work (vision, mission, values) and procedural work and if we can't recall what the old procedures are, that work is not complete.
- Article III, Section 2 of the By Laws specifies Board of Trustee authority to manage the affairs of the church and to delegate authority to the Senior Minister/exec team.
- Bylaws and Articles of Incorporation need to be in sync. It might be best to look at the most recent first to see if they are in conflict and clarify what responsibility means.
- Governing policies of the church are dense and complicated. It is the board's responsibility to see if the ET is following them. Maybe that is where procedures come in. When policies get overly complicated - we need to clarify what belongs where: in Bylaws, policies, or procedures.
- This year we will talk about vision, mission and strategic planning. We will prioritize clarification of policies, by urgency, vs. what can wait for completion as part of the long-range plan.

### **Execution of short and long-term work**

- Governance committee has a big work plan with right relations, how members can use mailing lists, and financial policies are urgent tasks.
- Governance and ET blending is coming together. Alison needs to reflect on the question of a task force. PBG is part of the work that needs prioritization.
- There are ways in which ET needs to come to the board that is challenging staff - (i.e., don't surprise the board). For example in January 2023, Alison was unable to be with the board and will think about this area.
- Should we allow time in the December board meeting to talk about PBG and committee work?

**9:00 pm End of PCB Discussion**

- Do members feel this has been a good start to this process? Response Neutral.

**Action items:**

- Alison to reflect further on task force/governance committee ideas to move PBG priorities forward.
- Roger R to include further discussion about PBG and committee work in December board meeting agenda
- Alison to work with Governance Committee to address priorities; attend regular Governance Committee meetings as much as possible

9:25 Process Evaluation

Closing Reading

9:29 pm meeting adjourned.

Minutes by Lucy Garrick. Reviewed and presented by David Livermore, Board secretary

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**BOARD COVENANT**

We covenant to:

1. Uphold the spiritual nature of our work by regularly engaging in spiritual deepening.

2. Demonstrate our leadership and commitment to the church by our example.
3. Listen with an open, nonjudgmental mind and heart.
4. Treat our time on the board as an opportunity to make an important gift to our church.
5. Communicate openly and appreciate others enthusiastically.
6. Practice respect and care for each other.
7. Work toward repair when harm is done.
8. Act for the good of the church and the community.
9. Acknowledge and understand the true history of the church we inherit, and together build a future that embodies our Unitarian Universalist values.
10. Cultivate relationships within the congregation.
11. Discuss and disagree with curiosity, expressing ourselves as clearly, honestly, and lovingly as possible to further the goal of building understanding.
12. Speak openly with the congregation, respecting the confidentiality of board conversations

We pledge to observe these promises, to do our best to trust that others are also observing them, and to be forgiving when we inevitably make mistakes. We accept the accountability implied in these promises.

#### Process Evaluation Guidelines

- Everyone has a chance to contribute to the conversation in a timely manner, without prejudice.
- We keep an open mind and open heart to new ideas.
- We acknowledge when harm is done and offer an appropriate response.
- As elected representatives, we act in the best interest of the congregation.

#### Congregant Comment Period Introduction

We hold this time in our meeting to hear the joys and concerns, the hopes, the dreams, and opinions of our congregants as they relate to our church and our actions. We have just read our covenant and want to remind speakers that we are all here together in covenant. Among the things we hold at First Unitarian Church is the inherent worth and dignity of all people.

Keeping this in mind, we would love to hear from you.

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**Board goals for 2025-2026 year.**

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*Approved at Board meeting 10/8/2025*

Strengthen trust within our community with better communications.

Strengthen our affirmation and promotion of the 8<sup>th</sup> Principle.

Assist the Executive Team to launch and lead a strategic planning process that will build sustainability for the church's future.

Review and update our governance policies and practices to match our current and future realities and needs.

Attend to the Board's fiduciary responsibilities for finances and building maintenance.

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**Minutes**

**First Unitarian Church; Governance Committee Nov 14; 4:00 – 5:30 pm via Zoom**

Attending: Harriet Shaklee, Leslie Pohl-Kosbau, David Livermore, Linda Craig, Bob Bonner, Roger Robinson, Rev. Alison Miller. Excused, Roger Tobin.

Goals for this meeting:

Move along with assigned tasks from workplan: a) Next steps Policy-based governance; b) Blueprint for Annual Report/Evaluation; c) Next steps Right Relations policy changes; d) Discuss draft on how to Petition for a Meeting; e) set December work tasks.

*See work plan for the Committee and task list from this meeting following this narrative...*

1. Linda welcomed everyone and lit the chalice. Opening poem, David Livermore.
2. Harriet volunteered to take notes.
3. **Policy-based governance discussion.** Next steps? At this point, the Board needs further education about policy-based governance (PBG) and consideration of where it is serving us well and where we have problems. Linda said she would like to have full Board involved in the discussions now, but there may be work for a Task Force in the future.

Rev. Alison said that we need to have everyone understand the rules so that we are playing on a level field. She told us that PBG has gone through changes. At first, Unity Consulting assisted congregations with an explanation of how to implement it; later Dan Hotchkiss's book provided guidance. We are missing an intermediate group of congregants to feed information and opinions between the congregation, the Board and the ET.

To Dos: We should read the information that Kathryn shared at the last Board meeting, highlighting areas of disagreement. Leslie will find documents in the archives that trace our history of adopting PBG. Roger, Linda and Rev. Alison will plan next steps for education and discussion by the Board and the ET.

4. **Blueprint for annual report/evaluation of ministries.** Harriet presented initial ideas on the annual report and others offered information on the past format of the annual report. Linda notes that we talk about the Annual Report and the Annual Evaluation of the Ministries as though they were the same process. A key element from our policies is a report by the ET "covering the elements of the church's mission and progress toward the church's five-year goals followed by an in-depth discussion of the church's progress toward its mission and goals by the Board" (Policies 2.5.1.). This year's process can build on the Strategic Planning Process we are starting. Harriet and Bob plan a short survey soon using information from the SWOT analyses to elicit congregant thoughts. They will report on progress with their plans at the December GC meeting. Harriet, Leslie, and Bob will continue to develop plans for the annual report/evaluation of the ministries.
5. **Conflict Resolution policies.** Document from Roger T. (RT 11 06 Right Relations Tags with references in our governing documents to be considered.)

***Linda noted that Roger T had done a lot of work on this document and the Petition and thanked him for that.*** The Right Relations Committee is currently charged with mediating conflict between congregants. We can expand that charge to include disagreements between staff or minister and the congregation, but we will need to

review our existing policies to make sure that Governing Policies and the RR Committee Charter and operations are in sync.

Next steps: Linda, Roger T., Leslie, Kathy Ludlow to meet to look at Roger T's listing of references and begin to address what kinds of changes are needed. Bring report to January meeting.

6. **Policy on how to petition for a meeting.** See draft from Roger T. (RT 11 06 draft petition process) with comments from this meeting. We went through Roger's draft, noting areas where he or others had suggested policy questions. David wrote margin notes on a copy of the document.

Resolved questions included:

- a. Who may participate, paragraph 2. A voting member bringing a petition shall have been a voting member for at least 180 days ...
- b. Time limit for gathering signatures. Agreed to 30 days.

Unresolved questions included:

- a. Role of the Board in appending Impact Statement on the petition. Current language: "The Board is responsible for defining and describing the impact of a petition, if adopted, on the operation of the congregation. A statement of this impact will be prepared for inclusion on the petition signature sheets."
  - b. How people can participate if they aren't physically present at church.
  - c. The number of people it takes to both sign a petition, and the quorum required at a meeting. Thoughts that our Bylaws set these amounts too low.
7. **Review Finance Policies.** Linda and Bob said that review of our Financial Policies is on the workplan for both the GC and the Finance Committee. They plan to name one or more congregants or members of the Finance Committee to help.

**December agenda**—1. PB Governance next steps; 2. Report from Harriet and Bob on next steps Annual Report/Evaluation of Ministries; 3. Report from David on review of Conflict of Interest and Compensation Policies; 4. Petition to call a meeting.

8. David...Closing words.  
Adjourn 5:30 pm

Attachments to emailed minutes: RT 11 06 Right Relations Tags; RT 11 06 Petition Process draft.

See below for Work Plan Progress Report and update on last meeting's Task List.

### **Governance Work Plan Progress Report:**

For 2025-2026

1. Complete the report that was written in spring 2025 on Board Policies related to Evaluation. Take this report to the Board for discussion, and then propose and adopt changes in the Policies to simplify and clarify. (*Report sent to Board; refer to this as changes in policy are proposed.*)
2. Starting from what was done in 2025 and prior years, plan an outline and work plan for doing the Annual Report and Evaluation of the Ministries as required by Bylaws and addressed in Board Policies. (*Underway, Harriet leads.*)
3. Clarify the relative roles of the Board and the Senior Minister/ET with respect to governance. Is the term "Policy Governance" useful? Plan an approach to this work with Rev Alison and the Board. (*Underway, full Board and ET discussion.*)
4. Review Board Policies and bylaws to incorporate the Right Relations Task Force. (*Underway, pertinent policies identified. Roger T, Leslie, Linda and Kathy Ludlow.*)
5. Working with Rev Alison, describe scope of work and hire a consultant to define the competencies needed for administration of the church. The intention of this work is to plan job descriptions and qualifications for future hires. (*Underway. Committee has been established; first meeting was 11/18*)
6. Review Board Policies related to Financial matters (Task Force of Finance and Governance) (*Bob and Linda to name one or more additional Task Force members and begin work on this. Report January.*)
7. Develop a proposal for rebalancing Board terms among our existing Board so that three Board members come up for election each year. DONE
8. Develop and adopt a process for petitions. (*Underway, draft prepared by Roger T. Discussion at November GC meeting; discussion to continue December GC meeting.*)
9. Determine authority of Board committees and related voting rights for non-Board committee members. (ORS 65.354) DONE. Policy is in October Board packet.
10. Plan policy for congregant use of membership data. (*Underway. David. Draft January or February 2026.*)
11. Plan procedure for Board self-evaluation at year end. (*Not started*)
12. Consider establishing a succession plan for Board officers. (*Not started*)

### **Task list from November 14 meeting:**

- Leslie to connect to the Committee on Right Relations. Committee has not yet named a chair.
- Roger T to continue working on the petition policy draft which was marked up in November meeting. Bring new version and questions to December meeting. Include discussion of whether to change Bylaws on numbers needed to call a meeting and for a quorum at a special meeting of voting members.
- Linda to call a meeting of Task Force on RR Committee policies to prepare report for January GC meeting. Roger T, Leslie, Linda, Kathy Ludlow.
- Roger, Linda, Rev Alison to plan next steps for P-B Governance discussion.
- Harriet and Bob to plan next steps on Annual Report/Evaluation of the Ministries. Report in December.
- Leslie to review and circulate useful board notes from Cindy Cumfer and others on policy governance from the archives.
- David to gather information on different ways the membership list is used for the policy on congregant use of membership data. *Report in January.*
- Linda to check with Julia about how to disseminate John Bishop's exit interview information. *(Done. Waiting for response.)*
- Linda and Bob to name other members to Task Force on Financial Policies and decide how to begin work. *Report in January.*
- Task leaders are to write a description of skills they would like to have in non-Board Committee members. Send any requests to Linda and she'll forward to Nominating Committee and Communications. *(None requested yet.)*

### **BLT + Communications Committee Meeting Notes – 20251118**

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Attendees: Saranna Weller-Filz, David Livermore, Julia Griffiths

Check-in

#### **BLT Update**

Saranna continues email conversation with Transformation Team re: training for Board. She's looking forward to receiving answers to Board questions and scheduling training.

## **Communications Team**

Team reviewed Board's webpage and created punch list of updates:

- Capture screen grabs of 2024-2025 updates and archive in Board Google Drive.
- Add jump link in the side navigation to "Attend a Meeting" with Zoom info, etc.
- Confirm that the meeting link on the website matches the links sent in Board packet, in Board Google calendar, and on church website.
- Julia to perform updates and notify Board.

Team discussed Board's responsibility to church archives. What is it? Julia to discuss with Leslie.

### Forum Planning

Team discussed meeting dates for future forums. Goal is to have one in February to introduce the budget for questions and comments, then another in April to present final budget which we'll vote on in May. Also discussed the benefits of 2<sup>nd</sup> Sundays because childcare is already offered and because Souper Sunday provides sustenance.

Committee proposes these dates:

- February 8 – budget first look, maybe education from Finance re: reading financial reports that are provided in Board packets.
- April 12 – Final budget. Could have time for visioning work, too.

Julia to send dates to Roger for discussion at BOC meeting.

BOC topic: planning for Year-End Forum.

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## **First Unitarian Church Draft Finance Committee Minutes November 18, 2025, 5 pm**

Attending: Bob Bonner, Linda Craig, Leslie Pohl-Kosbau, Ed McClaran, Karen Shawcross, Dave Hoffman, Tony Obst, Jo Ann Foor, Dev Dion, Kathryn Estey, Erin Tafuri.

1. Welcome, Bob Bonner, Treasurer.  
Chalice lighting, poem from Carl Sandburg, "Fog."
2. October 14 Minutes approved.

### 3. Review of 9/30 financial statements. Kathryn and Erin.

Kathryn referred us to the Budget tab in the statements. We are 25% through the year, but pledge income received to date is 17% of budget. Although Kathryn is disappointed in this amount, pledges received this year to date exceed the pledges received for the same period in the prior year. Expenses are lower than budgeted, 19% of budget. The results are a loss in the Operating account of \$54K year to date, and a loss per GAAP of \$132K. This compares to GAAP loss of \$146K in the prior year. (The difference between the Operating account loss and GAAP loss is mostly due to depreciation expensed for GAAP but not for Operating account and to activity in various Reserve accounts that are not budgeted.)

We anticipate a loss of \$150K or more this year due to reduction in rent income from Northwest Academy. The ET is working to reduce expenses. Because NW Academy is using just half of their former space, payroll cost for sextons can be reduced. Discussions with the union about how best to do this are underway.

Budget change. We discussed whether we should change the budget due to change in rental income. The argument for changing the budget is that it will be easier to track other differences from budget that we experience during the year. The main argument against changing the budget is that the Congregation approved the budget at the annual meeting. Whether the Finance Committee or Board has the authority to change it is not clear. The budget will remain as adopted unless there is further discussion.

Cash flow. Bob expressed concern that we hold too much cash outside of FDIC insured accounts. At 9/30, about \$700K was held in checking and uninsured money market. For the first three months of this year, we have used about \$50K/month in cash in excess of revenues. Kathryn said she would set up "view only" access for Bob and Linda to the accounts at Beneficial so that they can help with decisions about how much cash can be moved into FDIC insured accounts. She'll try to do that in the next week or two. A further advantage of moving the money not needed for monthly operations is that the FDIC insured accounts earn higher rates of interest.

Money needed for major repairs. The church anticipates some major expenses for roof maintenance and repair and for fixing the Buchan HVAC controller. Kathryn said that these expenses are partially covered in the annual operating budget. The rest will be covered from one of three reserve accounts: Safety reserve, now \$140K; Major Repair & Equipment reserve, now \$165K; and Major Donor reserve, now \$163K. Financial policies say that the Safety reserve is to hold at least \$100K and the Major Repair reserve is to hold at least \$150K. To the extent that these accounts drop below these minimums, the ET is to present a plan to the Board for replenishing them.

### 4. Annual Fund Drive report. Dave Hoffman reported numbers pledged so far as follows:

- \$1,143,620 from total 454 total pledging units
- 222 Pledge Units have submitted pledge forms. 107 were sustainers and 115 were others
- Of these 222 pledges the total value pledged was \$727K.
- 145 pledge units increased their pledges by a total of \$100K, 34 stayed the same, and 23 pledge units decreased their pledges by a total of \$25K.
- The balance of the dollars counted as pledged is about \$420K from 231 sustainers, who have not turned in a pledge form. (Same pledge as last year is assumed unless sustainers let us know of a change.)
- The amount pledged for the AFD this year is similar to last year at this date, but we have a higher goal this year.

5. Major contracts review. Per Board Governing Policies, contracts of greater than \$10K must be approved by the Finance Committee. Three were discussed; only the Roofing contract was approved.

- a. Roofing contract. Justification is attached at the end of these minutes to award a three-year contract for roof inspection and routine maintenance to ABC Roofing Company. The costs are \$18,175 FY2026, \$10,395 FY2027, and \$10,600 FY 2028. It is assumed that their inspection will probably find problems that will require additional funding and approval. The contract and justification was reviewed by Bob Bonner, Joel Reitz, Dave Hoffman, and Jason Chapman. Leslie moved to approve this contract and to inform the Board. Linda seconded. Approved.
- b. HVAC Controller. It has been known for some time that the HVAC Controlling Unit in the Buchan is not working properly. The initial proposal from the likely vendor was out of date and incomplete. Their recent revision is being reviewed and compared to that from a second proposal. Jason is working with our task force to clarify the differences and write a Justification for the selected proposal. It will come back to a future Finance Committee meeting.
- c. Nighttime Security Patrols. Kathryn presented a justification for awarding a contract in the amount of \$15,200 to Portland Patrols to provide two security visits per night from December 1, 2025 through June 30, 2026. Funding from the auction is be used for the patrols. Discussion followed with a staff suggestion to get a bid from a previously used firm and to have both contractors provide more detail on the covered services. The City is continuing with performing patrols and services that have had a clear impact on our block this fall. Their work may lessen our need to award this kind of contract right now.

This will come back to a future Finance Committee meeting when the ET decides that the service is needed.

Future work for the Committee:

1. Document New and Existing Reserve Accounts. New Reserve account documentation is needed for ERTC money. Erin is working with Jo Ann on this as well as an additional new Reserve account for the SJ cause, Pink Haven Coalition.
2. Task Force: Improving financial reporting. Longer term project, led by Jo Ann, to plan some dashboards or other abbreviated ways to get financial information at a glance for Board and congregants.
3. Members of Finance Committee and Governance Committee are to review the church's financial policies to see which may need change, what should be added, and whether we are complying.

Meeting adjourned 6:40 pm.

Notes by Linda

**Addendum: Justification of ABC Roofing Preventive Maintenance Roofing Agreement:**

This contract was approved by the Finance Committee 11 18 2025.

**Purpose:** Roofing contractor to perform roof inspection, general upkeep and maintenance of the roof systems in First Unitarian block excluding the slate roof of Eliot Chapel. Inspection and roof asset management system will document additional roof conditions that currently require or will require in the future more major repairs. The major repairs will require separate contracts and are not covered in the maintenance agreement, although ABC Roofing has full capacity to make such repairs (excluding slate roof).

**Rationale:** Our block has a wide variety of existing largely flat roofs. Some of the older structures have experienced leaks that regular expert preventive maintenance may be able to prevent. The maintenance of the Sanctuary and office roofs are particularly problematic. Disturbing asbestos in old existing roofs greatly increases cost, which has led us in the past to have some leak prone areas patched with an overlay. ABC Roofing is a well-established firm with maintenance contracts on many of the buildings in our area. Their more systematic proposal for roof maintenance is more comprehensive than our past approach and may more effectively limit damaging leaks and extend the lifetime of our various roof systems.

**Cost:** The contract for roof maintenance through 2027 would be \$12,845 + \$4875 + \$455 = \$18,175.00 in our FY2026, \$10,395 in FY 2027 and \$5520 in first half of FY2028. An auto renewal option limits yearly increases to no more than 2%.

The initial 6 months inspection period may identify increased repairs and significantly increased associated costs. Their Tecta-Tracker system should provide us with better long-term planning and financial prediction of such repairs/replacements.

**Justification for selection of this contract:** Jason received 3 contract bids:

1. ABC Roofing maintenance with capacity to perform more major repairs/replacements at added costs: (\$18175 FY2026, \$10,395 FY2027, \$10,600 FY 2028)
2. Fisher Roofing which would provide cleaning and minor repairs but does not perform more major ones and offers two levels of biannual or quarterly routine maintenance (\$7440 and \$14180 resp.)
3. Griffith Roofing was only interested in one-time cleaning and repair with an all-roof cost of \$13544 for basic cleaning and repair with an additional \$9968 for coating the main roof.

Summary: Griffith Roofing was not interested in a routine preventive maintenance contract that is needed to maximize roof lifetime. ABC Roofing was preferred due to their capacity to perform more major repairs as needed and track projections of future repair costs that might efficiently extend roof lifetime.

Jason Chapman, Joel Reitz, Dave Hoffman, and Bob Bonner

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**[Note: October financials not yet available]**