



First Unitarian Church of Portland

Board Packet for October 2026

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Agenda

Board Meeting October 7, 2026, 6 – 9 pm

To Join on-line:

www.tinyurl.com/1stU-BoardMeeting

Dial In Option: 1-669-900-6833 (use meeting ID 829 3022 3125)

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

Board Meeting – 7:00-9:00 pm

Pre-Board Meeting:

6:00-6:10 Gathering and centering.

6:10-6:50 Building Trust - Linda and Alison

6:50-7:00 Break

Board Convenes:

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

7:10 Consent agenda:
Changes to this Agenda?
Accept September board minutes.
Accept Ken Jones's housing allowance.
Approve Strategic Planning committee charter.

7:12 Introduction and Congregant Comment Time (Roger R reads introduction if necessary)

7:15 Board Conversation Time:
Stewardship - Alison & David Leslie
Bob's resignation
Covenant review

7:35 Board committee reports: questions and/or action items from reports
- Forum on October 11
- Strategic Planning - review "Swim Lanes"
- Goals for all Board committees
- Board committee charters & roles of participants & responsibilities to the Board

7:50 Committee on Right Relations - report on BOC discussion

8:00 Break

8:10 ET report



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- 8:25 Board questions in regard to D. Leslie's report to the board
- 8:35 Set agenda for next board meeting and future board meetings:
- 6:00-7:00 time: UUA courses? BLT leads?
- Board conversation time:
- 8:50 Process Observer
- 8:55 Closing Reading
- 9:00 Adjournment

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.

The 8th Principle

"We, the member congregations of the Unitarian Universalist Association, covenant to affirm and promote: journeying toward spiritual wholeness by working to build a diverse multicultural Beloved Community by our actions that accountably dismantle racism and other oppressions in ourselves and our institutions."



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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

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

Board Goals 2026-2027

Sustainable budget: Plan with staff a mission-based, break-even budget. The year's expenses will be mission driven, and they will be less than or equal to the year's receipts.

Assigned to Finance Committee

Strategic planning: In partnership with the Senior Minister and with participation from a cross-section of the congregation, develop a 5-year vision for the congregation that is congruent and constructive to the church mission; aligned with who we are now; broadly and inclusively socialized and endorsed; vetted for feasibility and backed up by initial planning.

Assigned to Board Sub-committee on Strategic Planning

8th Principle: Incorporate implementing the 8th Principle into the mission and goals of the church.

Assigned to: _____

Advance governance model: Reshape church governance with clear and accountable delegation of ministry to the Senior Minister. Use Hotchkiss' "hoped-for results" as a guide:

- A Board that articulates mission and vision, evaluates results, and ensures responsible stewardship of resources.
- Ministry leaders, paid and unpaid, who create effective programs with the support of a structure that delegates authority and requires accountability.
- Members and others who enjoy many opportunities to learn and grow and serve in an atmosphere of trust and creativity where structure, goals, and purposes are clear.

Assigned to: Governance Committee

Future Orientation: Reshape Board work to emphasize future-oriented governance.

Assigned to: Moderator and Vice Moderator



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Previous Board Goals

Board goals for 2025-2026 year.

Approved 10/8/2025.

Strengthen trust within our community with better communications.

Lead: Communications Committee

Strengthen our affirmation and promotion of the 8th Principle.

Lead: Board Liberation Team Committee

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

Lead: Strategic Planning Task Force

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

Lead: Governance Committee

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

Lead: Finance Committee



Senior Minister – Changes to Governing Policies – Oct 2026

The Board is considering changes to our Governing Policies as they relate to the Senior Minister's responsibilities.

The Bylaws say that the Senior Minister is head of staff and "shall retain final authority in the administration of the church." (Article II, Section 2)

Our Governing Policies sometimes place accountability with the Executive Team and sometimes with the Senior Minister.

The Board proposes updating the Governing Policies to place accountability solely with the Senior Minister.

This church year will see big changes in our staff:

- In December, Interim Church Director David Leslie will complete his service.
- David will present his recommendations for staff structure and responsibilities going forward. This includes recommendations for the Church Director position.
- Interim Assistant Minister timeline.
- Admin Task Force timeline

Providing clarity on accountability in our Governing Policies will support our search for these important positions in our community.

If you would like to be heard on this topic, please plan to attend the October Board meeting, in person or via Zoom, on Wednesday, October 7, at 7pm. You may also write to the board at board@firstunitarianportland.org.



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Board Calendar for 2026 - 2027.

Board Calendar, 2026-2027

September • Finalize goals • Strategic PI Kickoff • Set date year-end mtg • Miller report due	October • SP: Planning Summits • AFD Kick-off • Fall Forum: Budget Priorities	November • AFD Wrap-up, calls • SP: Action Groups Form
December • SP: Action Groups Meet • Dleslie report due	January • SP: Action Groups Meet	February • SP: Action Group Reports
March • Spring Forum: Budget Preview, SP update(?) • NomComm submits slate • SP: ?	April • Vote on Budget • Vote on Bylaws Changes (if any) • Ballots mailed • SP: ?	May • Year-end meeting • Cong ballots counted



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Previous Board Minutes

First Unitarian Church of Portland Board of Trustees Meeting Minutes, September 2026

Board Members present:

Roger Robinson, Moderator, Julia Griffiths, Vice Moderator, David Livermore, Treasurer, Roger Tobin, Secretary, Linda Craig, Member, Saranna Weller-Filz, Member, Robert Bonner, Member. Anthony Obst, Member, Laura McKinney, Member

Executive Team members present:

Rev. Alison Miller, Senior Minister. David Leslie, Interim Executive Director

Guests attending in person: None

Guests attending online: Josh Reckford

Note Taker: Mindy Clark

Process Observer: David Livermore

2. Opening

The meeting was called to order by Roger Robinson at 7:06 PM.

The chalice was lit and the Board Covenant read.

The Opening reading was "The Peace of Wild Things" by Wendell Berry, read by Rev. Alison.

Quorum was declared achieved with 9 board members present.

3. Consent Agenda.

There was no Consent Agenda for this meeting.

4. Current agenda.

The meeting agenda was reviewed and approved without change by a vote.

Pre-Board Meeting:

6:00 Gathering and centering.

6:10 Sharing individual concerns - All board members.

6:50 Break

Board Convenes

7:00 Opening: Reading, Chalice Lighting, Read Covenant (below)

Determine quorum, identify process evaluator, accept agenda.

7:10 Consent agenda: ? Changes to this Agenda?

7:20 Introduction and Congregant Comment Time (Roger R reads introduction if necessary)

Board Conversation Time

7:30 - Rev. Alison & David Leslie update on work so far and goals for David's remaining time

7:50 - Board discussion on governance direction

8:10 Break

8:20 Board Committee Reports

8:30 ET Report (as necessary)



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- 8:40 Set Agenda for next Board Meeting/Role of BOC
- 8:55 Closing Reading
- 9:00 Adjournment
- 5. Congregant Comments.

There were no congregants present who asked to make comments to the board.

6. Board Conversation.

Report from Reverend Allison:

- Funds have been received to develop social justice leadership in the church and community.
- On September 2, "UU The Vote" kick off with North Carolina partner.

- Religious Education:
 - We are continuing the age groups from last year.
 - New 2 through 5 and junior high curriculum on meaning making.
 - YRUU has two returning advisors.
 - Considering a youth adult committee

- Music:
 - Daniel is reflecting on engaging youth in music.
 - Possible musical presentation by December
 - Joe O'Donnell is celebrating 30 years.
 - Music transition team is morphing to a supporting structure

- Reverend Ken will be preaching twice in September.
- He has met with the lay ministers.

- Jen will work with the annual fund drive.
- there will be events for lead donors and volunteers.

- Question: are there ministry goals?
 - This year supporting strategic planning.
 - Supporting ministry with technology

Report from David Leslie:

- Six-month contract, 20 to 24 hours per week concentrating on day-to-day operations.
- Consulting on the role of the new person and aiding in that transition.
- Identifying what can be done.
- looking at operating procedures
- identifying things he can't do (e.g., the strategic plan.)
- He has met with multiple groups and positions to understand the culture.
- Being a presence in the office



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- Got the N.W.A lease about to be signed.
- Audit report coming in November.
- Lead staff on 2026 annual fund drive.
- Main charge is to put process in place.
- HR practices moving towards best practices.
- This is the time for critical investments.
- The person in the new executive director's position needs a strong finance and accounting background, strong HR background, and project management.
- Church needs to prepare for N.W.A to depart.
- The church needs to think like a business landlord.
- Plan is to have a new executive director in by the end of the year.

- Questions
- Who owns relationship with the union?
 - o David supervises, relationship going well now.
 - o Erin, David Leslie, and Allison are also participating.
- Is the right relations team anchored to a staff person?
 - o No, it is anchored to the board. (need to work on this issue)
 - o If we don't know what is going on with the Right Relations team, we might not know about safety issues.
- We need to look at where committees are accountable.
- Should the board track risks overall?

- Executive assistant to Alison:
 - o Position description is in process; plan is to publish in October.

7. Reports.

Strategy committee:

- there was a request to revise the charter (see page 14 of the board packet)
- The charter document is to be updated today.
- discussion to be moved to next month's meeting and vote to approve the strategic planning committee.

Finance Committee:

- The past church auction raised \$38,000.
- The Annual Operating Contingency Reserve fund of \$66,2231 (\$0 remaining) and the Church Auction fund of \$38,048 (\$? remaining) has been used to balance the 2025-2026 budget
- ERTC money - the church has received \$63,000 every quarter but one. a total of \$602,792 so far. None of this money has been used to date. The finance committee is working on receiving one more quarter's money.



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Governance committee

- will be meeting second Thursdays at 4:30

8. Other Business.

A motion was made to ratify the vote taken in June on the appointment of board officers . This was passed unanimously by voice vote.

A motion was made to ratify the E-mail appointment of check signers on the bank accounts. This was passed unanimously by voice vote.

Approval of June's minutes passed unanimously with the qualification of correcting the spelling of names within the minutes.

The board agreed at the retreat to move board toward the Hotchkiss model. (See the three-page document sent by Linda which is on page 25 of the board packet.) Linda asked for verification of those goals, and all agreed.

The annual fund kickoff: how can the board support AFD?

- Look at sections 6 and 7 in Hotchkiss regarding building trust.

Possible big discussions from the board offsite:

- 8th principle
- Chartering board committees,
- building trust
- Independence versus interdependence
- Who is invited to present at board meetings?

There will be a board forum in October.

9. Process Observer report.

- Everyone who wanted to contribute did.
- Open minds and hearts were seen.
- No harm occurred
- The board acted in best interests of the congregation.

10. Closing

The Closing reading was "Between Two Worlds" by Forest Novak



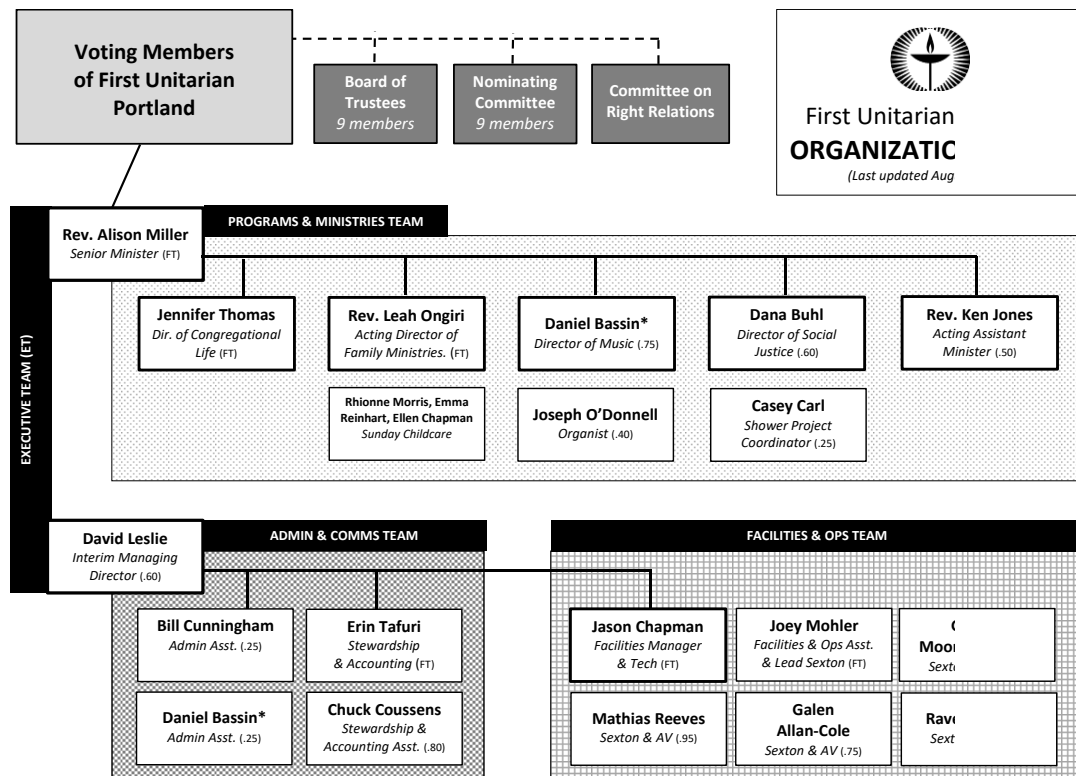
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Consent Agenda.

- Changes to this Agenda?
- Accept September board minutes.
- Accept Ken Jones's housing allowance (distributed separately, not to shared)
- Approve Strategic Planning committee charter (see below)

Organizational Chart





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How to submit announcements

Group/Program Information	
	
• Use this form to submit announcements to Front Steps e-news, the Events Calendar on the church's website, pre-service slides, or social media AFTER reviewing the request with your group/program director. • Your submission will be reviewed by Communications AND the director of the group/program selected below. • You will be contacted if your submission cannot be published.	
NOTE: SUBMISSIONS MUST BE RECEIVED BY NOON ON TUESDAYS FOR THURSDAY FRONT STEPS!	
Having a ticketed event or selling something at church? Fill out the official Finance Request form here. This is required if your event involves tickets or selling items, e.g. you will be accepting money or need a cash box, cash for change, or a credit card machine.	
Group/Program *	Group/Program Director *
☐ Adult Programs & Classes	☐ Yes
☐ Affinity	☐ No
☐ Art Wall	☐ N/A
☐ Board of Trustees	I have reviewed the publication with my
☐ Bookstore	group/program director.
☐ Congregational Life	
☐ Family Ministries	
☐ Foundation	
☐ Lay Ministers	
☐ Music	
☐ Right Relations	
☐ Shower Project	
☐ Social Justice	
☐ The Alliance	
Which group or program are you submitting the article for?	
Need Finance Request Form? *	Where? *
☐ Yes	☐ Front Steps
☐ No	☐ Website Calendar
If you are not selling tickets to access your event or won't be selling items at the event, select 'No'	☐ Pre-Service Slides
	☐ Social Media
	Where should the article be published?
	Select all that apply.



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Submitter & Publication Information

First Name *

First name of the person requesting the publication.

Last Name *

Last name of the person requesting the publication.

Phone Number *

Enter the phone number.

Email *

Enter the email address.

Publication Title *

Description *

Enter the text for the announcement (insert link).

Date of Event or Publication Date *

Enter the date of the event or when you would like the article to be published.

Start Time of Event *

What time does your event start? If not applicable, enter 12:00 am.

End Time of Event *

What time does your event end? If not applicable, enter 12:00 am.

Location of Event *

Where will the event be held? If not applicable, enter 'NA'

Contact Name *

The name for whom congregants can contact with questions. If none, enter 'NA'

Contact Email *

The email address for whom congregants can contact. If none, enter 'none@none.org'

Upload File(s)

Drop files to attach, or [browse](#)

Upload an image or service slide.

Notes

Enter any additional notes related to the article.



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How to submit other website updates

Group/Program Information	
	
• Use this form to submit updates to the church's website AFTER reviewing the request with your group/program director. • Your submission will be reviewed by Communications AND the director of the group/program selected below. • You will be contacted if your update cannot be published.	
Group/Program *	Group/Program Director *
☐ Adult Programs & Classes	☐ Yes
☐ Affinity	☐ No
☐ Art Wall	☐ N/A
☐ Bookstore	I have reviewed the publication with my group/program director.
☐ Congregational Life / Adult Programs	
☐ Family Ministries	
☐ Foundation	
☐ Lay Ministers	
☐ Music	
☐ Right Relations	
☐ Shower Project	
☐ Social Justice	
☐ The Alliance	
☐ Board of Trustees	
Which group or program are you submitting the article for?	

Submitter & Update Information	
First Name *	Last Name *
First name of the person requesting the publication.	Last name of the person requesting the publication.
Phone Number *	Email *
Type of Update *	Web Page *
☐ Add Link	
☐ Add Media	Enter the URL (link) of the website page to be updated.
☐ Change Link	
☐ Edit Text	
☐ Layout Change	
☐ Other	
Select the type of update(s) you are requesting	



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Upload Media

 Drop files to attach, or [browse](#)

Upload an image or PDF document.

Description *

Enter a detailed explanation of what needs to be changed.

Current Content *

The text or image currently on the website (helpful reference)

New Content *

The new text to be added. If the update includes adding a PDF or image, use the Upload Files box below.

Priority *

- ☐ Low
☐ Medium
☐ High

Low = Nice-to-have, typos / Medium = Standard updates, e.g., outdated information / High = Broken link, broken page.

Desired Date *

The date you are requesting the update go live.

Notes

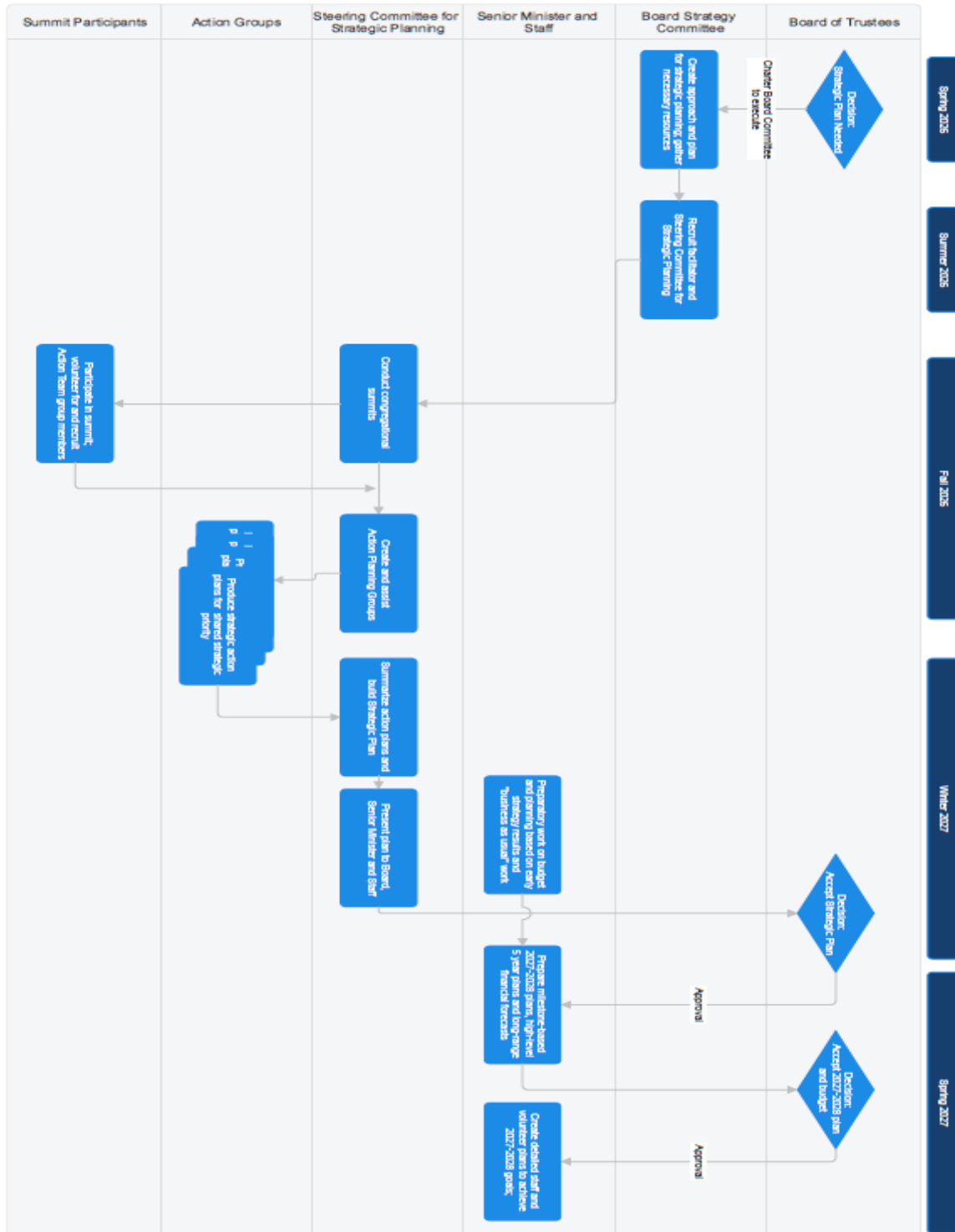
Enter other / additional information you want to share about the requested update.

Submit



Strategy Committee report

Swim Lanes for the Strategic Planning Efforts





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Board Report: Board Strategy Committee

Date: 23-Sep-2026

Period: September 2026

Members: Roger Robinson (chair), Alison Miller, Josh Reckord, Laura McKinney, Jen Thomas, Julia Griffiths

Board Actions Requested

- Review of and requested approval of the charter for this committee. (see next section).

Results from September

The board had the following milestones for September 2026. We have marked some as complete and some remain to be done.

Committee readiness.

- Committee chartering with Board (Chair) Revisions requested at September board meeting. New version reviewed by committee. Approval request for approval should happen at the October board meeting.

Communication readiness. (Communication Lead)

- Messaging and communication planning. This is underway with Julia, Alison, and Jen.

Strategic planning preparation with Larry Peers. Alison is the lead coordinator for this work.

- Recruitment of steering committee members and training session (scheduled August 28-29). (Senior minister)
- Board attends Larry Peers training session and schedules participation at one of the summits in October. (Chair)
- Communication about the process goes out to the congregation. Draft work plan for the year to achieve the results outlined in the charter. (Laura) *Discussed at the September committee meeting. Basic agreement on timeline. [High-level view attached for the board.](#)*

Results planned for October/November

- Lead/participate in the Action Team to plan work on the mission statement based on emerging vision from strategic planning. Likely this will just identify gaps between our current mission and what was discovered during strategic conversations. This action team will develop a follow-on plan to move any mission changes through a congregational process, which may reach into the following program year.
- Hold check-in meeting on strategy progress. This committee will hold a meeting in November as a check-in. The committee's work really restarts in February after the Steering Committee for Strategic Planning wraps up.



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Yearly results

Not all work products are being done by this committee! However, the committee is working to ensure that the accountabilities, milestones, and measurements are clear for each of these.

- 5 Year Vision: Congruent and constructive to the church mission; aligned with who we are now; broadly and inclusively socialized and endorsed; vetted for feasibility and backed up by initial planning. This effort may entail refining the mission statement.
- Plans: Detailed 1-2 year plans; high level 3-5 year plans. All plans have specific results and enough validation to show feasibility and the way forward. Plans commence for the 2027-2028 program year.
- Yearly Strategic Review Readiness: Definition and training for ongoing strategy implementation to ensure success.
- Strategic Metrics: Leading indicators that assess the viability of both the strategic approach and the effectiveness of implementation.
- Strengthened Community: The relationships and the cohesiveness of the community are energized by the process. They can see a reflection of themselves and see a point of connection within the community. Sparks a collection of open groups that expand opportunities to share and receive spiritual gifts.

Issues, concerns, and risks

We believe that we have mitigated the following issues. We will continue to monitor.

- Inclusion. Since the strategic planning process will consist of many collaborating groups, and the membership of each of those groups is limited, how do we ensure that the congregation is able to see their influence on strategy?
Mitigation: Holding two summits to maximize participation. Selecting steering committee members that represent different constituencies among the congregation. Involving a broader set of people in the action team planning. Communicating opportunities in a timely manner to all. Asking Larry Peers about this during our session in August.
- Focus. How do we balance satisfying the many voices over selecting and prioritizing feasible goals?
Mitigation: Asking Larry Peers about this during our session in August. Relying on action teams to execute against the priorities.
- Relationship to mission. Since our mission has not been revised for 30 years, how will we ensure that our planning is targeted to our mission?
Mitigation: Following Larry Peer's guidance, a mission/vision action team will start its work during strategic planning. It is not necessary, and perhaps not desirable at this point, to *start* with mission, but it is critical to ensure that mission is renewed *during* the process.



Strategy Committee charter

Charter: 2026-2027 Strategic Planning Committee

The intent of this charter is to align board and committee expectations about the scope and approach for this committee's work.

While this committee works for the board, the process it facilitates will belong to all stakeholders. That means that the committee may adjust how it works to meet varying needs, while remaining focused on producing the final results for the board.

Results

- 5 Year Vision: Congruent and constructive to the church mission; aligned with who we are now; broadly and inclusively socialized and endorsed; vetted for feasibility and backed up by initial planning. This effort may entail refining the mission statement.
- Plans: Detailed 1-2 year plans; high level 3-5 year plans. All plans have specific results and enough validation to show feasibility and the way forward. Plans commence for the 2027-2028 program year.
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- Strengthened Community: The relationships and the cohesiveness of the community are energized by the process. They can see a reflection of themselves and see a point of connection within the community. Sparks a collection of open groups that expand opportunities to share and receive spiritual gifts.

Stakeholders

The following groups will be affected by or affect our vision:

- Church mission.
- Congregation.
- Staff.
- Board.
- Partners
- Community.

Approach

This committee will utilize the expertise of an external facilitator to structure the process of strategy development.

Specifically, the facilitator has recommended establishing a Strategic Steering Committee to lead the strategy development process. This committee should be constructed to reflect the varying constituencies and perspectives of the congregation. The Board Strategy Committee is accountable that this Steering Committee is established and underway and will then delegate to them the specific strategy work.



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The committee should act as an overall coordinating, planning, and reporting function for the Board, ensuring that the work of the Steering Committee, staff, and Board are mutually constructive and connected to meet the results listed above.

Committee Membership

The committee needs to ensure connection with the stakeholder groups for influence and advocacy. Members should complement each other's contributions, all of which should build a strong team.

Committee should consist of a cross-section of the community. Use matrix of skill sets and demographics. (Don't have to have been in the church forever... use peers to make the recruiting case within the network.)

Each of these participants may coordinate groups of volunteers or request staff assistance to help produce their results.

Chair

- Work of the *committee* is organized, productive, focused, consistent with principles of good teamwork;
- Skilled volunteers to support planning are available to help;
- Relationship links to church partners and the community are healthy and available to the team and Steering Committee;
- Progress is assessed and the Board is informed.

Collaboration Lead

- Work is planned and coordinated across both Board, church operations, and ministry. A project plan is in place that integrates best practices;
- All contributors are aware of planning activities in order to coordinate effectively and make shared decisions;
- Reconciliations necessary to make strategic choices are facilitated;
- Work with a hired facilitator is effectively integrated into the plan.

Senior Minister/Chief of Staff

- Strategic and 1-2 year specific plans for specific areas and initiatives, developed by teams of volunteers and staff, covering all aspects of ministry and church operations;
- Long-term needs for building use, financial support, and other board-level considerations are outlined. It is understood that these needs and the plans for addressing them will take place over the next 2-3 years under the guidance of the board and senior minister.

Board Strategist

- Resources to use as strategy and planning exemplars identified and available to stakeholders (e.g., in churches with similar sizes, situations and what strategies they have used, plans they have developed);
- Requirements for resources emerging from operations/ministry planning are evaluated using long-term Board financial guidance, and that information is communicated back to the teams to inform decisions;
- Board influence as stakeholders is incorporated into the process effectively.

Communication Lead

- The church community has frequent and effective communication to be able to understand how to participate in planning. What is it? How do we make sure folks are ready?



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Annual Fund Drive Team Liaison

- Integration of vision, strategy, and planning with the pledge process.

Resources

This initiative will require the following significant resources:

- Staff and minister time for visioning, planning, and communicating.
- Facilitation by a professional who understands how this process works well and guides us in our planning and execution.
- Board participation and timely decisions.
- Attention and focus of the congregation.
- On-going committee participation in planning and volunteer recruiting.

Timeline

This committee with shared leadership between the staff and board, will finish its work by June 2027. It will leave established practices in place to support on-going strategic work without the need for this organizing committee.



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Finance Committee

First Unitarian Finance Committee Meeting

Sept. 8, 2026, 5:00 pm

Attending: Board Members: David Livermore, Treasurer, Linda Craig, Roger Tobin, Bob Bonner, Roger Robinson, Tony Obst, Alison Miller; Others: Jo Ann Foor, Paul Milne, Kate Joseph, Susan Zimmerman, Ed McClaran; Staff, Erin Tafuri, David Leslie.

Welcome—David Livermore. Welcome new people (Kate Joseph, Susan Zimmerman, Paul Milne). Any congregant may attend Finance Committee meetings. It has not been decided as to whether any congregant members will be named as “official” members of the committee. Per Oregon law, only Board members may vote, but everyone’s opinion is valued.

David Livermore introduced David Leslie, Interim Manager.

David Leslie told us about his extensive not-for-profit background including Ecumenical Ministries of Oregon and the Non-profit Association of Oregon. In those capacities, he has worked with some members of First UU. His job assignment with us has two deliverables: 1) Working with the staff day-to-day, particularly with Finance and HR. 2) Developing a recommendation about how the Administrator position should be structured on a permanent basis. David hopes to have someone named by early December.

Review of the Financial Statements. Erin.

1) June 30, 2026. Erin’s notes on the financial statements are attached. Per the Budget tab, total revenue \$1.947 million, 92% of budget; total expenses \$2.087 million, 93% of budget. A big shortfall in revenue this year resulted from Northwest Academy reducing the amount of space they rent from us.

Expenses are 93% of budget. Payroll is lower than budget because of reduction in staffing, and we also did not fill some budgeted positions. We had repair expense of \$87K due to replacement of HVAC controller, and we also had expenses for roofing repair.

The operating deficit is cured with transfers from Reserves including a contribution to church operations from the Shower Project, and application of the Commemoration Fund and some other smaller unrestricted funds. The remaining deficit of \$104K will be cured by transfers from the contingency reserve and the auction to total \$104K.

Linda moved that the Finance Committee approve the planned transfers of \$104,000 to cure the Operating deficit. The motion was seconded and approved unanimously.

On a GAAP basis, we ended the year with net income of \$58,000. This could change as the accounts continue to be reviewed. GAAP basis income included money raised to honor Tom Disrud, and an ERTC payment of \$171,317. GAAP basis expenses include depreciation of \$271K.

2026 AFD Report through 7/31/26.

Pledges for 2026 were \$1.4 million, 95% of the goal of \$1.475 million. Collected so far this year is \$904,000, almost the same amount as last year.



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Other Financial Update. SMJ is working on July statements, and church staff are working on getting August data together to send to SMJ. Kern Thompson is beginning work on the Reviewed Financial Statements for the year ended 6/30/26. The goal is to have a draft by the October Finance Committee meeting, and Cheryl Morgan, CPA, plans to attend the meeting to present the statements.

ERTC update. We have received 5 of the 6 payments we are due from the Employee Retention Tax Credit, total \$602,792. Erin and David are working on trying to collect the final payment.

Board goal assigned to Finance. David proposes the following wording:

Sustainable budget and budgeting process: Work collaboratively with the ministry staff on a mission-based, break-even budget, with mission driven expenses that are supported by church income. Redevelop a long-term planning and budgeting process that leads to long term sustainability and support of the church's mission.

Future Finance Committee Meeting Time and Agenda Elements

David introduced the idea of a different meeting schedule, perhaps not monthly, and aligned with the financial church year. Ed said that the Foundation finance committee has a different timeline and agenda that are planned annually. He recommended our finance committee review the Foundation's timeline and agendas. Elements for future meetings may include an annual review of finances and questions for our auditor from Kerns Thompson, also quarterly financial reviews, and preliminary and final reviews of the proposed 2027-28 church budget.



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Financial Narrative

First Unitarian Church of Portland Notes on the Financial Statements Unaudited

FY27: July 2026

This report is for the first month (8.3%) of the 2026-27 fiscal year. While it is too early to draw any major conclusions about the budget, below are a few things that are helpful to keep in mind as you review the July financials.

Overall income was below the 8.3% benchmark point for July, but expenses were also below that benchmark, helping to offset some of the difference. Operating revenue was **\$88,806 (budget of \$1,915,800)**, or 4.6% of the annual budget, while operating expenses were **\$138,631 (budget of \$2,112,730)**, or 6.6% of budget.

The FY27 budget includes \$196,930 in planned transfers from the Shower Project, Auction Fund, and ERTC funds but these transfers will not take place until the end of the fiscal year and only if they are all needed.

Revenue

Pledge contributions were **\$51,640 (budget of \$1,350,000)**, or 3.8% of the annual budget, compared with \$84,087 in July last year.

- Typically, pledge income is not received evenly throughout the fiscal year, and summer is a slower season for pledge payments.
- Keep in mind that our fiscal year runs from July through June, while our Annual Fund Drive runs on a calendar-year basis. As a result, the FY27 "Pledge Contribution" line on our budget spans half of the 2026 AFD campaign and half of the 2027 AFD campaign, which launches in October.

Non-pledge contributions were \$726 (budget of \$65,000), compared with \$2,443 last July. Due to the unplanned nature of non-pledge contributions specifically, amounts can vary significantly from month to month, but we will continue to monitor this income as the year progresses. Plate contributions were \$5,724 (budget of \$75,000), or 7.6% of budget, compared with \$4,689 last July.

Tenant rental income was \$17,901 (budget of \$206,000), or 8.7% of budget. Tenant rental income is expected to hold steady for the year due to the lease agreements recently signed with NWA and Outside In. Event income is looking promising, already at 27.6% of budget, or \$5,512 (budget of \$20,000), compared with just \$680 last July. Interest income is also off to a strong start at \$5,427 (budget of \$45,000), or 12% of budget.

In summary, Pledge contributions were lower than last July, but still within the normal range of year-to-year fluctuation. Event rental and interest income were higher than we expected.

Expenses

Payroll, our largest expense, was **\$102,419 (budget of \$1,367,622)**, or 7.5% of budget. While all current positions are filled, we are beginning the hiring process for a new Executive Assistant to the Senior Minister and a permanent Executive Director.



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A couple of expense areas are over the 8.3% benchmark in July, where some additional information may be helpful. Custodial expenses in July were \$2,450 (24.5% of budget) as supplies have increased some, and we also purchased some items in bulk at the beginning of the year. We'll continue to watch this line over the next few months. Our "Guests/Speakers" budget line reflects some of our Summer Minister expense up to this point at \$3,250 (18.6% of budget) compared with \$860 last July. Due to a recent increase in parking rates, parking was \$3,495 (13.3% of budget) compared with \$2,109 last July.



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Financial Report: Financial Position Summary

First Unitarian Church of Portland				
Statement of Financial Position - Summary				
7/31/2026				
Prepared by Susan Matlack Jones & Associates				
From FUCP Records/For FUCP Use Only				
Unaudited				
		7/31/2026	6/30/2026	Change
Assets:				
	Cash and Cash Equivalents	507,871	597,760	(89,889)
	Investments	1,886,154	1,885,024	1,130
	Receivables	442,961	441,436	1,525
	Prepaid Expenses	35,900	32,585	3,315
	Total Current Assets	2,872,886	2,956,805	(83,919)
	Fixed Assets	4,747,823	4,775,596	(27,773)
	Total Assets	7,620,710	7,732,402	(111,692)
Liabilities:				
	Accounts Payable	6,128	30,905	(24,777)
	Accrued Wages & Vacation	65,897	65,885	11
	Total Current Liabilities	72,024	96,790	(24,766)
	Deferred Lease Revenue	309,097	325,366	(16,269)
	Oregon Clean Power Note	-	-	-
	Total Liabilities	381,121	422,156	(41,035)
Net Assets:				
	Total Net Assets Without Donor Restrictions	6,918,989	6,994,714	(75,726)
	Total Net Assets With Donor Restrictions	320,600	315,531	5,069
	Total Net Assets	7,239,589	7,310,246	(70,657)
	Total Liabilities and Net Assets	7,620,710	7,732,402	(111,692)



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Financial Report: Statement of Activities Summary

First Unitarian Church of Portland					
Statement of Activities - Summary					
01 Months Ending July 31, 2026					
Prepared by Susan Matlack Jones & Associates					
From FUCP Records/For FUCP Use Only					
Unaudited					
		Current Month	YTD Total	% of Total	FY26 YTD Total
Revenue:					
	Pledge Contributions	51,640	51,640	51%	84,087
	Adjust to Accrual Pledge Contributions	-	-	0%	-
	Non-Pledge Contribution	726	726	1%	2,443
	Foundation Gift to the Church	-	-	0%	-
	Plate Contributions	5,724	5,724	6%	4,689
	Payment Fee Gift	20	20	0%	-
	Program Contributions (charitable)	260	260	0%	425
	Program Income (non-charitable)	-	-	0%	-
	Tenants Rental Income	17,901	17,901	18%	26,887
	Deferred Lease Income	-	-	0%	-
	Event Rental Income	5,512	5,512	5%	680
	Merchandise Income	1,596	1,596	2%	1,322
	Interest Income	5,774	5,774	6%	2,048
	Miscellaneous Income	-	-	0%	-
	Reserve & Fund 49 Income	12,585	12,585	12%	1,770
	Transfers from Other Sources	-	-	0%	20,000
Total Revenue		101,738	101,738	100%	144,351
Expenses:					
	Non-Departmental	28,563	28,563	17%	23,416
	Non-Operating	1,572	1,572	1%	2,990
	General & Admin	35,193	35,193	21%	35,320
	Stewardship	-	-	0%	-
	Membership	7,563	7,563	5%	7,647
	House & Grounds	45,933	45,933	27%	32,618
	Ministry	21,696	21,696	13%	37,053
	Family Ministries	10,149	10,149	6%	6,910
	Music Ministries	11,000	11,000	7%	11,564
	Social Justice	6,192	6,192	4%	5,159
	Adult Programs	-	-	0%	-
	Communications	-	-	0%	60
	Rentals & Memorials	-	-	0%	-
	Art Wall	-	-	0%	-
	Bookstore	115	115	0%	137
	Committees	-	-	0%	-
	Archives	-	-	0%	-
	Board of Trustees	-	-	0%	-
	Alliance	-	-	0%	-
	Transfers to Other Sources	-	-	0%	20,000
Total Expenses		167,976	167,976	100%	182,874
Change in Net Assets less Investment Activity		(66,238)	(66,238)		(38,523)
	Gain (Loss) on Investments	(4,419)	(4,419)	-4%	(4,419)
Change in Net Assets		(70,657)	(70,657)		(42,942)



First Unitarian Church of Portland

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Financial Report: Actual compared to Budget

First Unitarian Church of Portland				
Actual Compared to Budget - Operating				
01 Months Ending July 31, 2026				
Prepared by Susan Matlack Jones & Associates				
From FUCP Records/For FUCP Use Only				
Unaudited				
	YTD Actual	Annual Budget	Remaining Budget	Percent of Budget Realized Expected: 08%
Revenue:				
Pledge Contributions	51,640	1,350,000	1,298,360	4%
Non-Pledge Contribution	726	65,000	64,274	1%
Foundation Gift to the Church	-	120,000	120,000	0%
Plate Contributions	5,724	75,000	69,276	8%
Payment Fee Gift	20	-	(20)	
Program Contributions (charitable)	260	13,000	12,740	2%
Program Income (non-charitable)	-	8,000	8,000	0%
Tenants Rental Income	17,901	206,000	188,099	9%
Deferred Lease Income	-	-	-	
Event Rental Income	5,512	20,000	14,488	28%
Interest Income	5,427	45,000	39,573	12%
Merchandise Income	1,596	13,800	12,204	12%
Miscellaneous Income	-	-	-	
Reserve & Fund 49 Income	-	-	-	
Total Revenue	88,806	1,915,800	1,826,994	5%
Expenses:				
Payroll	102,419	1,367,622	1,265,203	7%
HR Expenses	1,726	45,500	43,774	4%
Professional & Contract Services	5,930	126,500	120,570	5%
Professional Expenses	-	15,750	15,750	0%
Professional Expenses - Sr. Minister	-	8,500	8,500	0%
Professional Expenses - Associate Minister	-	6,000	6,000	0%
Professional Expenses - Intern	-	-	-	
Guest Ministers, Musicians, & Speakers Expenses	3,250	17,500	14,250	19%
Interest Expense	-	-	-	
Program or Office Expense	18	39,200	39,182	0%
Retreat/Workshop/Conference Expenses	-	3,500	3,500	0%
Event Expense	-	17,000	17,000	0%
Parking	3,495	26,300	22,805	13%
Utilities	6,829	125,000	118,171	5%
Custodial Supplies	2,450	10,000	7,550	24%
Software/Web/Comp. Program	3,269	31,850	28,581	10%
Computers, Furniture & Equipment	80	15,100	15,020	1%
Equipment Rental/Lease	1,445	18,550	17,105	8%
Bldg Repairs & Maintenance	3,393	40,000	36,607	8%
Equip Repairs & Maintenance	-	6,650	6,650	0%
Landscaping	-	1,500	1,500	0%
Outside Printing & Copying	113	13,150	13,037	1%
Postage & Shipping	-	8,200	8,200	0%
Bank Charges & Merchant Fees	791	15,000	14,209	5%
Cost of Goods Sold	115	7,000	6,885	2%
Licenses & Fees	-	6,000	6,000	0%
UUA Dues	3,208	38,500	35,292	8%
Insurance	-	50,000	50,000	0%
Credit Card Rebates	-	-	-	
Donations/Plate Share	100	32,200	32,100	0%
Annual Contingency Reserve	-	19,658	19,658	0%
Miscellaneous Expenses	-	1,000	1,000	0%
Total Expenses	138,631	2,112,730	1,974,099	7%
Transfers				
Transfers from Other Sources	-	(196,930)	(196,930)	
Transfer to Other Sources	-	-	-	
Total Transfers	-	(196,930)	(196,930)	
Change in Net Assets - Operating Fund	(49,825)	-		
GAAP Adjustments				
Depreciation Expense	(27,773)			
Amortization Expense	0			
Adjustment to Accrual Pledge Contributions	0			
Uncollectibles	0			
Gain (Loss) on Investments	(4,419)			
Other Fund Revenue	347			
Fund Transfers from Other Sources Offset	0			
Other Fund Expense	0			
Fund Transfers to Other Sources Offset	0			
Reserve & Fund 49 Income	12,585			
Reserve & Fund 49 Expenses	(1,572)			
Change in Net Assets GAAP	(70,657)			



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Governance Committee Report

Minutes Governance Committee

September 10, 2026. 4:30 pm via Zoom

Attending: Linda Craig, Laura McKinney, Roger Tobin, Tony Obst, David Livermore, Alison Miller, Bob Bonner, Roger Robinson

Welcome. Linda read the poem “Spark” by Felix Flauta Jr. and asked people to check in with why they wanted to be on or attend the Governance Committee.

Committee membership/logistics

We agreed that 4:30 on the second Thursday of each month is our regular meeting time.

Linda said that she believed that all Board members who want to be on a Board Committee should be named members. Right now, Laura, Roger T., Linda, and Bob have been appointed as members of the Committee. Roger R. as Moderator is a member of all Board Committees, and Rev. Alison is an ex officio non-voting member of all Board Committees.

All Board members are always welcome to attend and participate in our meetings, but Board members who may want to attend occasionally and who don’t want to do the homework will be asked not to vote.

Tony said he would like to be a named Board member, and we asked Roger R to appoint him. David said he planned to attend regularly but, for him, work on Governance would take second place to his work as Board Treasurer and the Finance Committee.

Goals

Board has agreed that Governance should take the lead on the following goal. Linda proposes adding the italicized words to the original statement from the Board.

Advance our governance model: Reshape church governance *with future orientation for the Board* and clear and accountable delegation of ministry to the Senior Minister. Use Hotchkiss “hoped-for-results” as a guide:

- **A Board that articulates mission and vision, evaluates results, and ensures responsible stewardship of resources.**
- **Ministry leaders paid and unpaid, who create effective programs with the support of a structure that delegates authority and requires accountability.**
- **Members and other who enjoy many opportunities to learn and grow and serve in an atmosphere of trust and creativity where structure, goals and purposes are clear.**

In addition, the Board agreed at the September meeting that we should edit Governing Policies to clarify that delegation of authority for administration of the church should be to the Senior Minister. That is consistent with the church’s Bylaws, but the Governing Policies sometimes place delegation from the Board and accountability with the Executive Team rather than with the Senior Minister alone.



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Discussion: Committee agrees with the statement of the Goal to Advance our Governance Model. Re. delegation to the Senior Minister, Rev. Alison says that she wants an understanding that she sees her role as collaborative. She does not want the policies to suggest that her approach will be authoritative. Laura suggested that the section of the Policies on delegation and authority could have a preamble that speaks to a collaborative approach. Linda said the Communication Committee and Rev. Alison's speaking on this topic can clarify her intention.

Notetaking and Opening and Closing Words. Laura volunteered to help take notes. The group would like to continue to hear Opening and Closing Words, but no one volunteered.

How to approach this work?

This was the big discussion topic for the meeting. Each participant spoke about how they would like to approach our review and revision of the Governing Policies.

Two approaches are fundamentally different with proponents for each.

- a) Review the existing policies we have adopted to see how they are working and whether they are consistent with the Hotchkiss approach we'd like to use.
- b) Hotchkiss recommends and some of our group prefer writing new policies, following the Bourne Street model in Hotchkiss's book, and then compare our policies to the new version. If our current policies include something that is omitted in the new version, we can add it back.

Other ideas: Asking other churches for guidance and being sure we know what we are trying to achieve. Then practice the revisions.

- c) Get in touch with other congregations who have adopted a Hotchkiss model to learn of their process and what they learned. This will help us to avoid mistakes made by others and learn what can be considered best practices.
Alison said that Dan Hotchkiss had recommended three large-church congregations with this experience: Atlanta, Houston, and Madison. She also said that she is in email communication with other large churches and she can reach out to see who else has experience.
- d) Read our current policies carefully and reflect on how they are or are not working. We want to fix what may not be working but retain policies that serve us well.
- e) After we have proposed some changes, we can try them out before adopting them. The Bylaws require congregational approval, but the Governing Policies are adopted and changed by the Board. We can be flexible.
- f) Compare our Governing Policies to the outline of the Bourne Street Model in Hotchkiss's book using AI. If successful, that should give us a clear outline of how our policies might fit within the new model. We can follow up with editing and simplification.

From this discussion, we chose the following next steps. Please see which specific assignments are yours:

- **Alison** will send emails to the churches recommended by Hotchkiss and other large churches to ask about their experiences. She will ask the churches to send their current policies if they have adopted a PBG/Hotchkiss model.



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- **Linda** will lead in experimenting with AI to putting our policies in the Bourne St. outline. Others who want to help with this include **Laura and Bob**, and Ed McClaran will provide AI guidance. We might propose some additional prompts as we learn what is useful.
- **Bob** will check with his sister at Eno River to see what her experience was on board. He has provided us with their Policies, and he will resend the Eno River policies to all of us.
- **All:** Explore our current policies to agree on what we want to fix. Read our current policies and write a broad critique: what problems do we have with them? What do we like about them? Enter your critique in the Google Doc in the box at the top of the notes. This exercise is intended as a **broad critique**....don't include specifics about particular policies. This assignment is for all of us. The work is to result in statements to be used to do a "before/after" set of possible evaluation measures and motivate the work we are doing.

Find the Policies on the church's website under About, Board, and then to the right, Bylaws and Policies. The Bylaws and Policies on the web site do not include the changes we made this spring. Linda is working on a clean Word draft with the new changes and will send it when she has finished the update.

Parking lot for future meetings:

- 1) Consider adding non-Board congregants to the committee. Is there anyone who has expertise that could help us? Can the Nominating Committee help? This is not their current job description.
- 2) List of other tasks for the Governance Committee for this year.



Communications Committee Report

No report this month

Board Liberation Team Report

No report this month

Executive Team Report

David Leslie prepared a report on the top 5 requests from board members (dated 9/14) which was distributed to board members separately. It is not to be shared.