Board of Trustees Meeting Minutes
10/02/18

Attendees

<table>
<thead>
<tr>
<th>Attendee</th>
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<tbody>
<tr>
<td>Larry Jacobson</td>
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<td>Vicki Goldman</td>
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<td>Frank Urman</td>
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<td>Lane Feingold</td>
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<td>Michelle Weinraub</td>
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<td>Wendy Vean</td>
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<td>Bruce Tully</td>
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<td>Ron Leff</td>
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<td>Cantor Nesis</td>
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<td>Marissa Vaughn</td>
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<th>Attendee</th>
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<tbody>
<tr>
<td>David Eisner</td>
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<tr>
<td>Jen Feingold</td>
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<td>Sandy Korn</td>
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<td>Jeff Lavenhar</td>
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<td>Alix Joseph</td>
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<td>Barbara Lettes</td>
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<td>Larry Polman</td>
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<td>Shelia Purdin</td>
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<td>Rabbi R. Rheins</td>
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<td>Lisa Thorner</td>
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Agenda:

Time: 6:30pm - 8:00 pm

Notes:

I. Call to Order & Quorum
   Lawrence Jacobson, President
   • Meeting called to order

II. D’var Torah
   Rabbi Susan Rheins
   •

III. Consent Agenda/Minutes
   Bruce Tully, Secretary
   • Motion to approve previous meeting minutes:
     o Lane Feingold
     o 2nd: Jeff Lavenhar
     o Motion approved

IV. Financial Report/Budget
   Vicki Goldman, Lawrence Jacobson
   • Significant progress has been made on the financials in preparation for the audit
   • The chart of accounts is complete
     o July/August income statements were provided on 10/2.
     o The board will get an adjusted copy of the June statements as soon as the audit is completed - this will have the year-end adjustments
     o The income statements need to be adjusted for “ease of use”, there are no issues
     o URJ dues have been discussed, but will need to be reviewed by Frank when he returns and will work with URJ
   • The 2018/19 budget and why the the Preschool budget did not match what had previously been expected
     o A meeting was held with Vicki/Frank/Sheila/Marissa
The result of the changes was $180K decrease in the revenue of the preschool, which caused a projected $180K deficit in the Temple’s overall budget.

Sheila’s update:
- The budget was created prior to Sheila’s arriving. The adjusted budget that is now in place was based on actual numbers and enrollment.
- A budget is being put together with actuals, and it’s hard to do a forensic review. The budget has not been accurate (likely) due to the accounting procedures and reporting over the years. Collaboration is needed between the preschool and the board/finance.

The original budget was created by Lorne and then worked by Frank/Vicki:
- A deep conversation needs to be had about ShulCloud as it’s not working in the way it’s needed. Vicki is going to reach out to a peer at Temple Emanuel to understand the tools they use.
- Shul Cloud is cumbersome and is not well understood and very limited in its capability.

Enrollment is steady and being more redistributed:
- There’s a variance between the type of classes and enrollments vs last year.
- The gross enrollment number is very similar, but the type of attendees is driving the cost/revenues down.

A question was asked “how long has it been since financials have been available”:
- Four months is the answer.

Lisa asked if the gap between the budget and actuals is helped by lower staffing:
- There is a current potential for some “vacancy” savings based on the staff numbers actual.
- A question is do we need to revise the budget based on what are actual though the budget is still determined on the expected full staffing.

V. Operations & High Holiday Update  Vicki Goldman
- Larry Jacobson thanked the staff on behalf of everyone in the congregation for all the work in creating a wonderful HH program.
- Vicki let the board and staff that she can no longer continue in her daily capacity and added to our urgency to fill the Exec Dir position.
  - Vicki suggested, and Staff endorsed creating a board liaison to each group.

VI. Employee Handbook  Lawrence Jacobson, President
- The employee handbook has been legally vetted.
- Next steps will be to have Board and Staff review the document.
- All board members must make their final comments by End of Day on Friday 10/5:
  - All comments will go to Larry J.
- There is a handbook for the pre-school, that will be provided to Larry J.
  - Larry will then provide it to our legal council.

VII. Executive Director Search  Lawrence Jacobson, President
- A committee meeting is going to be held on 10/4 to finalize the job description and how to publish this position.
  - Larry stressed that we need to look for potential out of the box type person.
- On 10/5, Janet Bronitsky will be coming in for a discussion about serving as an interim ED.
• New member process, who will be managing this process
  o The new member packet may not be up to date
  o All the staff may be willing to help out for the “walk-ins”, the actual sign-ups and congregants who may need adjustments.
  o There was a discussion about how to handle new dues and the detriment of what is the “right amount”.
    ▪ There may be various models for how the dues fees are structured
    ▪ This may be a place for a committee to determine the new dues structure
• For the “leaving” congregants, we need to create a process
  o Jen Feingold had provided some process options
  o Rabbi Rick expressed desire to help on both sides of the process, but the board needs to set the standards for how to manage these delicate scenarios
  o There was a process for managing the “leaving” congregant, but that process seems to have dropped usage.
    ▪ Rick mentioned that the process is late for a “save” scenario.
  o Do we have a process for “eyes and ears”
• Lisa offered to step up and take on the new congregant process
  o Lisa stated that if she would immediately implement a process to manage “leaving congregants”
• The overall process is broken
• Is there a way to go over every single resignation as a notice to the board/staff/clergy that this member is leaving/joining?
  o The next step is that for a “leave” someone from this distribution list will reach out to the member.
  o The conversation will continue
• Can we create a membership ombudsman for Congregant Relationship Management?

VIII. Strategic Plan   Lane Feingold, VP
• Lane provided the stack forced rankings and provide the recommendations to the board
• The top vote getters
  1. Create a Clergy Succession plan (?)
  2. Revise the current by-laws (Jen/Alix)
  3. Develop a 5 year financial plan (Vicki)
  4. Create a volunteer engagement plan (this item will be placed on hold)
• The previously approved implementation plan will be put in place to address each of the goals along with their metrics and progress.
• There was discussion about the value and capability of our volunteers and provide the direction for those volunteers
• As part of the discussion, Lane F shared his conversation with the URJ
  o URJ asked for what is “sticky” at Temple, Lane provided that pre-school is our magnet and also shared the challenges
  o URJ also provided that the do provide the workshop for a board retreat.
    ▪ This retreat would be board specific to ensure unified board
    ▪ Lane will drive this board retreat
      • Dates/times
IX. Sinai Circle    Wendy Vean/Lawrence Jacobson

• There is a Sinai circle reception scheduled for 10/27.
• For the Rose Foundation funds, all Temple members must be “touched” to be made aware of this process by the end of the year.
• The committee is reaching out to 10-15 members per person
• To reach out to each congregant, the board is being required to call members. A script is being distributed to all board members
  o This process, and call requirements, will be like the High Holiday calls

X. Miscellaneous

• There is the Artist in Residence coming the end of November
  o there will be several concerts and events
• the event is nearly fully underwritten by donations/sponsorships
  o Cantor asked the board for financial support
• Cantor announced that she is an expecting parent, due in April
• Larry let the board/staff know that we need to implement a succession plan immediately and we should be prepared for several options for this transition
• Security issues that need to be addressed
  o We have emergency doors that are locked without crash bars that lead into a locked area.
  o We’ll need to adjust exits, signage, etc.
  o The existing gate from the playground swings in
  o Crash bars help, but need to change the gate opening direction
  o Playground equipment tends to be stored/left by the doors
  o Landscaping will need to be addressed for the exterior social hall doors to be ensure egress.
• Rabbi Rick is asking for participants at a 10/20 event through David Eisner’s organization
• Rabbi Rick also offering to spots at the Denver Annual Men’s event

Action Items:
• Need to look at options to replace the existing Shul Cloud
• BT:

XI. Executive Session