

Trinity Lutheran Church Council Meeting: 04/21/2020 **Approved 05/19/2020**

The following members were in attendance at the meeting via Zoom:

President Sue Carlson  
Vice President Mark Schmidt  
Secretary John Boone  
Treasurer David Gunderson  
Member at Large Karen Kirkmire-Wilson  
Member at Large Dirk Howe  
Member at Large Dave Hamburg  
Member at Large Colleen Collins  
Member at Large Ann Ndirangu  
Member at Large Samantha Sommerman  
Member at Large Deb Johnson  
Pastor Hector Garfias-Toledo  
Pastor Jade Yi  
Administrator Don Boelter

Absent: none

Visitors: Carl Setzer, Vice President nominee; Cecilia Fisher, Secretary nominee; Michelle Reitan, Member at Large nominee; Bill Hunnewell, Member at Large nominee; Dagfin Melby, Member at Large nominee; and, Nanette Erban, Child Development Center Director

Following a reflection of faith, the meeting was called to order with prayer at 6:15pm by President Sue Carlson. A quorum was present.

1. **A motion was made and seconded** to approve the Council Meeting Agenda as presented. **The motion carried.**
2. **A motion was made and seconded** to approve as presented the Council Meeting Minutes dated 03/17/2020 and Special Council Meeting Minutes dated 04/05/2020. **The motion carried.**

**Guest Report:**

3. **Nanette Erban, Child Development Center (“CDC”) Director**, reported on the current status of the CDC in light of the COVID-19 pandemic. Currently approximately 20 children are in attendance to a modified program following Snohomish County Health COVID guidelines. Pre-COVID staffing was an issue because childcare demand was so high and there was a childcare desert in our area, as there was an average of only one opening for every two children needing care. The CDC is licensed for 108 children, normal attendance is 98. Since COVID, many other programs may not re-open; so, demand at the CDC is expected to increase through the summer and they may need to add staff to handle the increased demand in September.

**Executive Reports:**

4. **Treasurer’s Report** – David Gunderson. See his attached report. For the month of March expenses were less than income by \$36,394, and year to date expenses were less than income by

\$51,886. Total income year to date is more than budgeted by \$398, and year to date expenses were lower than budgeted by \$15,720. Generally, through March everything is going well financially, and the offering reports for April so far look good. Three new lines were added to the report for Trinity's schools. As the Trinity schools have very little cash reserves, it is expected that they both will need financial assistance in approximately 1-1½ months. Both Trinity Church and Schools' staffs have been fully paid to date.

**5. Vice President's/Personnel Committee Report** – Mark Schmidt. None.

**6. President's Report** – Sue Carlson. See her attached report.

**7. Staff Reports.** See attached reports from the Church Administrator (Don Boelter), Ministry Coordinator (Debbie Jeske), Communication Coordinator (Josh Judd-Herzfeldt), Ministry Assistant (Kelly Apling), Facilities (Paul Burns), Bookkeeper (June Lee), Preschool Director (Kris Dudak), and Faith Formation (David Greenlee). **Don Boelter** noted that financially the Congregation did very well in the first quarter resulting in a \$50,000+ surplus, and so far, April giving is looking ok. In 2011 a facility survey was done by J2 Consulting to determine Trinity's future facility needs. An update of that survey is due to be completed soon. Phase I of the Lynnwood Neighborhood Center is done, although the final punch list and city inspections still need to be completed. There is no new news as to Phase II which was scheduled to start in October 2020. Don expressed his gratitude to the Church Staff for their hard work during these difficult times.

**8. Pastors' Reports** - Pastor Hector Garfias-Toledo and Pastor Jade Yi. See their attached reports. **Pastor Jade** highlighted a new outreach ministry where telephone calls were made to 88 of 128 Trinity members who do not have access to email, to let them know Trinity is thinking of them and to offer them prayers over the phone. **Pastor Hector** reported on working with 3-4 ministry teams on the VDA Pilot Initiative, the scheduling of another series of VDA leadership summits in June (to be adjusted based on the Governor's plan after May 4), and the Pastoral Care Ministers ("PCM") initial Transition Plan.

#### **Actions:**

**9. Loan options if SBA/PPP funding is unavailable:** David Gunderson updated the Council on the status of his work with Trinity's staff to obtain a PPP/SBA loan through Home Street Bank to help cover Trinity's church and school staff payrolls and other related expenses caused by the COVID-19 pandemic. As a result of this work, accounts will need to be opened with Home Street Bank. **A motion was made and seconded** to authorize Sue Carlson (President), David Gunderson (Treasurer), Don Boelter (Administrator) to be signers on any future accounts opened with Home Street Bank. **The motion carried.**

**10. Semi-Annual Congregational Meeting:** Sue Carlson reviewed the details of the meeting which is to be done on May 31, 2020 via Zoom following the completion of the 10am Pentecost Worship Service, also via Zoom.

**11. Ministry Site Profile ("MSP") Committee:** Sue Carlson reported that 4 of the 6 members have accepted requests to serve on this committee. Recruiting continues.

**12. Call Committee replacement:** Sue Carlson advised that Kristen Uri has been replaced by Jessica Postma. **A motion was made and seconded** to accept Jessica Postma as an addition to the slate of candidates to be presented at the Semi-Annual Congregational Meeting. **The motion carried.**

**13. What do we do when the Restrictions are lifted:** The Council discussed the many variables to be dealt with as the restrictions are lifted. We cannot pretend that we can go back to

the way it was before COVID. There will need to be a consistency of guidelines and clear rules for the Congregation to follow depending on the return restrictions. We will need to be open to change. We need to be very intentional and gradual with our return which could take weeks or months after restrictions are lifted. The Staff will begin preparing possible plans/options for when the restrictions are lifted.

14. The meeting was adjourned at 8:58pm with prayer.

15. The next regular Council meeting will be held on Tuesday, May 19, 2020 at 6:00pm via Zoom.

John Boone, Secretary

**Trinity Lutheran Church and Schools**  
**Council Meeting Agenda**  
**April 21, 2020 (ZOOM)**

**Opening Devotion**

**Approval of Agenda** pg 1

**Approval of Minutes**

Council 3.17.2020 pgs 2-4

Special Council 4.5.2020 pgs 5-6

**Guest presenter – Nanette Erban,**

Director of Trinity's Child Development Center

**Treasurer Report** pgs 7-8

**VP Report** -no report

**President Report** pg 9

**Staff Reports**

Administrator-Don Boelter pg 10

Ministry Coordinator-Debbie Jeske pg 11

Communications-Josh Judd- Herzfeldt pg 12

Ministry Assistant-Kelly Apling pg 13

Facilities-Paul Burns pg 14

Bookkeeper-June Lee pg 15

Preschool Director-Kris Dudak pg 16

Faith Formation-David Greenlee pgs 17-18

Minister of Music-Norma Aamodt-Nelson

Pastor Jade Yi pgs 19-20

Pastor Hector Garfias-Toledo pgs 21-25

**Actions**

- 1) Loan options if funding is unavailable from banks
- 2) Semi-annual congregational meeting/elections/bank loan approval?  
Date? Voting process?
- 3) Ministry Site Profile committee
- 4) Call Committee addition
- 5) What do we change or promote going forward after restrictions are lifted

Closing-Praise and prayer

Adjourn

Trinity Lutheran Church Council Meeting: 03/17/2020 draft for approval

The following members were in attendance at the meeting via Zoom:

President Sue Carlson  
Vice President Mark Schmidt  
Secretary John Boone  
Treasurer David Gunderson  
Member at Large Karen Kirkmire-Wilson  
Member at Large Dirk Howe  
Member at Large Dave Hamburg  
Member at Large Colleen Collins  
Member at Large Ann Ndirangu  
Member at Large Samantha Sommerman  
Member at Large Deb Johnson  
Pastor Hector Garfias-Toledo  
Pastor Jade Yi  
Administrator Don Boelter

Absent: none

Visitors: Carl Setzer, Vice President nominee; Michelle Reitan, Member at Large nominee; and, David Greenlee, Trinity staff

Following a reflection of faith, the meeting was called to order with prayer at 6:53pm by President Sue Carlson. A quorum was present.

1. **A motion was made and seconded** to approve the Council Meeting Agenda as presented with the replacement of the topic “Suggestions for Synod Assembly” with “TLC Response to Current Virus Situation.” **The motion carried.**
2. **A motion was made and seconded** to approve as presented the Council Meeting Minutes dated 02/11/2020 with minor corrections. **The motion carried.**

**Guest Report:**

**3. Minister of Faith Formation’s Report** – David Greenlee. See his attached report regarding his recent attendance at the ELCA Youth Network Extravaganza for Children where he focused on how we at Trinity can better reach our families with children. David reported that Trinity has 112 children under 18 and 61 families with minors. Approximately 32 of these families are very active, 5 families only attend worship, and 3 families only connected with youth programs. There are 21 families whose children are not active in our youth programs. Of the 39 teenagers at Trinity, 34 participate in our youth programs. The goal is to find ways to engage families at their level. David doesn’t think additional programming needs to be added but we must be willing to “experiment and be willing to fail with intentionality.” It’s all about building intergenerational relationships and finding ways to give the kids the key to the Church.

### Executive Reports:

4. **Treasurer's Report** – David Gunderson. See his attached report. For the month of February expenses were less than income by \$10,696, and year to date expenses were less than income by \$15,493. Total income year to date is more than budgeted by \$9,434, and year to date expenses were lower than budgeted by \$4,884. Generally, through February everything is going well financially, and we will see what happens in March, although offering reports so far look good. Online giving is now 34% of total income received. Currently Trinity's schools have very little cash reserves. Both Trinity Church and Schools' staffs have been fully paid to date.
5. **Vice President's/Personnel Committee Report** – Mark Schmidt. None.
6. **President's Report** – Sue Carlson. See her attached report.
7. **Staff Reports.** See attached reports from the Church Administrator (Don Boelter), and Communication Coordinator (Josh Judd-Herzfeldt). **Don Boelter** noted due to the coronavirus, Trinity's Preschool will be closed for the next 4 weeks and the Child Development Center ("CDC") will be closed for the next 2 weeks.
8. **Pastors' Reports** - Pastor Hector Garfias-Toledo and Pastor Jade Yi. See their attached reports. **Pastor Jade** advised that many of the dates reflected in her report will probably be rescheduled and/or canceled due to coronavirus pandemic. **Pastor Hector** reported that the Trinity's church staff and school teachers have all been working hard during the pandemic. Of his 2020 goals, he highlighted his working on the associate pastor position, the work on intergenerational ministry to be more deliberate and intentional, and to expand and strengthen the Pastoral Care Minister and Stephen Minister teams.

### Actions:

9. **Slate of Candidates for the Call Committee:** Sue Carlson. The slate of candidates presented are Carolyn Boone, Clint Buetow replaced by Jayne Meyer, John Chesier, Mary Eaton, Cathy Rankin, Michael Reay, and Kristen Uri. **A motion was made and seconded** to accept the slate as presented. **The motion carried.** **A motion was made and seconded** to approve the Agenda for the Special Congregational Meeting to Elect the Call Committee as presented but with the following changes: "Current Financial Update" instead of "Review of need and financial obligation," and that in consideration of the current health concern ban, the election by the Congregation will be done by mail-in ballots. **The motion carried.**
10. **Compensation for Staff and Schools During Shutdown:** Trinity's Schools only have cash reserves to pay its staffs for approximately 1-2 months although they would be eligible to receive unemployment benefits. Approximate payroll for Trinity's Preschool is \$8,500 per month and for the CDC is \$32,000 per month. Given the urgent need caused by the coronavirus pandemic, the Council has the authority per the TLC's Constitution Section C12.05.c to use Trinity's cash reserves to help its Schools. **A motion was made and seconded** that a \$60,000 line of credit be established for Trinity's schools that may be used, if necessary, to fund schools staff employment and related expenses during the current COVID-19 emergency. **The motion carried.** The Congregation will be advised of this action and it will be brought to the Congregation for ratification at the next regularly scheduled Congregation meeting. **A motion was made and seconded** to expand paid sick time from 12 days per year to an unlimited number of paid sick days for all Trinity's church staff, Preschool and CDC employees, which is intended to accommodate those suffering from COVID-19 or are experiencing symptoms that they believe maybe COVID-19 related. **The motion carried.**
11. **Cold Weather Shelter:** Samantha Sommerman. The Shelter continues to operate during the coronavirus pandemic with additional /increased health protocols due to the coronavirus, although the number of volunteers has decreased due to the increased risk of infection. Snohomish County Health has offered additional funding if needed.

12. **Personnel Committee Update/Council Job Descriptions:** Discussions/review deferred to a later date TBD.

13. **Dedicated Fund Accounts Policy Status:** To be deferred until after the current coronavirus mandated shut down is lifted.

14. **TLC Response to Current Virus Situation:** Pastor Hector reported that the live streaming of services will continue through April. The following priorities have been identified: making people feel safe, preserving connections/belonging, avoiding a scarcity mindset, posting of positives on our Facebook page, sending cards to Trinity members who are not technology-connected to Trinity, establish a team to assist Trinity's seniors and members in need, move activities online whenever possible, give Trinity members the opportunity to help other members, possibly expand Zoom from 100 to 500, and continue to identify what other opportunities are possible to support each other.

#### **Ongoing Business:**

15. **Changes to Trinity's Constitution and Bylaws:** Due to the need to ensure that Trinity's Constitution and Bylaws are consistent with each other, Sam Sommerman and Don Boelter will continue to review each document and recommend additional changes for review by the Council, which then will be submitted to the Congregation for a vote at or before the 2020 Spring meeting.

16. **Nominations for The Synod Assembly:** Sue Carlson. Need and requirements were reviewed for the nominations for the Synod Assembly on 06/06/2020.

17. **Pointe of Grace ("POG") Loan Progress:** Pastor Hector was informed that should the POG property be separated from Trinity's mortgage before 2024, there might be a 2% penalty assessed and Trinity's favorable interest rate could change. This raises the question as to whether the separation should occur or should the properties remain together until 2024, and if so, the current Memorandum of Understanding would need to be amended. David will further investigate whether the properties are coupled together with Cliff Bronson, then with Thrivent.

18. The meeting was adjourned at 9:25pm with prayer.

19. The next regular Council meeting will be held on Tuesday, April 21, 2019, at 6:45pm.

Secretary John Boone

Trinity Lutheran Church Special Council Meeting: 04/05/2020 Draft for Approval

The following members were in attendance at the meeting via Zoom:

President Sue Carlson  
Vice President Mark Schmidt  
Secretary John Boone  
Treasurer David Gunderson  
Member at Large Karen Kirkmire-Wilson  
Member at Large Dave Hamburg  
Member at Large Colleen Collins  
Member at Large Ann Ndirangu  
Member at Large Samantha Sommerman  
Pastor Hector Garfias-Toledo  
Pastor Jade Yi  
Administrator Don Boelter

Absent: Members at Large Dirk Howe and Deb Johnson  
Visitors: Carl Setzer, Vice President Nominee.

The meeting was called to order with prayer at 4:38pm by President Sue Carlson. A quorum was present.

**Executive Report:**

1. **Trinity's office and staff payrolls:** Sue Carlson and David Gunderson. The purpose for calling this special meeting of the Council by President Sue Carlson was to review and discuss the status and continuation of the payrolls for Trinity's office and school staffs in light of the current coronavirus pandemic, and to decide if Trinity should seek assistance from the Payroll Protection Program (PPP), which is a portion of the newly passed CARES act in response to the COVID-19 emergency. As reported by David:

This program is intended to fund continuing payroll in small businesses and non-profits (under 500 employees) and is administered by the SBA. Logistics of qualifying for and funding the loans is delegated to banks who normally handle SBA loans (our own US Bank is qualified). This is the first time that non-profits are eligible for loans from the SBA.

For this purpose of this loan, Trinity Lutheran Church, Trinity Lutheran Preschool, and Trinity Child Development Center (CDC) are considered to be one corporate entity (since we operate under one EIN). Loan applications opened Friday, 4/3/2020, but US Bank is not yet ready to accept applications. There has been a rush of applications and the banks that opened their process are a bit overwhelmed. The PPP program is currently capped at \$349 billion, which sounds like a lot, but given the number of businesses that are eligible, the funding may be oversubscribed soon.

Note that we've maintained full staff in the Trinity Lutheran Church & Schools. The CDC has been operating, but at much reduced capacity (and income), since Monday. The Preschool is



totally closed through the end of the school year. The schools' financial reserves will be exhausted very soon, and they will start using the \$60K line of credit approved by the Council March 12, 2020. This will not last long at full employment. If we do layoffs, we are obligated to cash out accrued vacation time.

PPP loans can be granted for up to 2.5 times our average monthly payroll during a portion of 2019. There's some confusion about how to calculate the average, but we've chosen the technique recommended on the SBA PPP loan application form. FICA taxes that TLC paid are excluded from Payroll costs in this calculation. We're calculating the average from February 15 – June 30, 2019 as required by the directions on the application form.

Right now, I'm computing the loan request to be \$332,646, but this number is still under review by the team (Don, June, Pr. Hector, Kris, Nanette). If we maintain full employment until June 30, 2020, we will be forgiven the full amount. If we reduce staff count during that period, the amount forgiven will be reduced by the amount of our payroll reduction due to layoffs or terminations. Interest on the loan (1%) will also be forgiven on the same formula.

We have been assured by Member at Large Sam Sommerman (our trusted Constitution person), that we can invoke the emergency clause in our constitution to authorize this action and designate someone to sign the application. We must ratify this decision in a Congregational meeting at the earliest opportunity.

**Actions:**

2. Due to the emergency created by the current coronavirus pandemic, pursuant to Section C12.05.c of the Trinity Lutheran Church Constitution, **a motion was made and seconded** to authorize David Gunderson (Treasurer), Don Boelter (Church Administrator) and/or June Lee (Church Bookkeeper) to apply/complete Paycheck Protection Program ("PPP") loan applications through the Small Business Administration ("SBA") at US Bank, or some other comparable bank, for the continued payment of the salaries of all employees of Trinity Lutheran Church and Schools. **The motion carried.**
3. Administrator Don Bolter was asked to determine if any of Trinity's church staff or school employees will lose health insurance coverage should they be furloughed or laid off.
4. The meeting was adjourned with prayer.
5. The next regular Council meeting will be held on Tuesday, April 21, 2019, at 6:45pm.

Secretary John Boone

PERIOD ENDING MAR. 31, 2020

<u>ACTUAL TOTALS:</u>	<u>Mar. '20</u>	<u>Mar. '19</u>	<u>Year to Date '20</u>	<u>Year to Date '19</u>	
INCOME	\$125,003	\$106,394	\$327,052	\$304,307	Up 7.5% from '19 to '20
EXPENSES	\$88,609	\$82,884	\$275,165	\$266,020	Down 5.4% from '19 to '20
DIFFERENCE	\$36,394	\$23,510	\$51,886	\$38,287	

NOTES:

1. MAR. EXPENSES LESS THAN INCOME BY \$36,394
2. YEAR TO DATE EXPENSES LESS THAN INCOME BY \$51,886

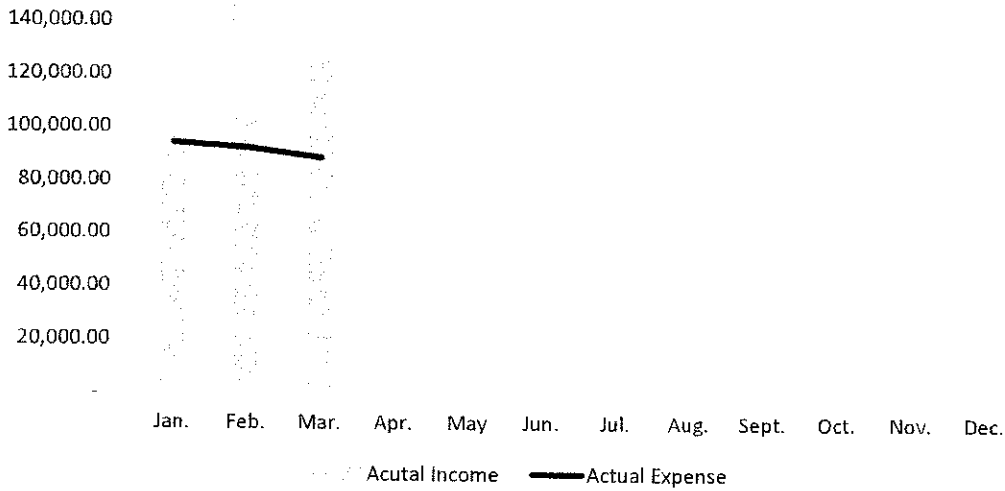
	Budgeted	Mar			Year-to-date			
		Actual	%	Difference	Budgeted	Actual	%	Difference
<b>INCOME</b>								
CONTRIBUTIONS	127,850	120,316	-6	-7,534	307,957	310,472	101	2,515
REIMBURSEMENTS	0	28	-	28	0	184	-	184
FACILITIES USE	5,154	3,775	-17	-1,379	15,463	13,076	-15	-2,387
MISCELLANEOUS	1,034	884	-15	-151	3,233	3,319	-3	-86
<b>TOTAL INCOME</b>	<b>134,038</b>	<b>125,003</b>	<b>-7</b>	<b>-9,036</b>	<b>326,653</b>	<b>327,052</b>	<b>100.1</b>	<b>398</b>
<b>TOTAL EXPENSES</b>	<b>99,445</b>	<b>88,609</b>	<b>-11</b>	<b>-10,835</b>	<b>290,885</b>	<b>275,165</b>	<b>-5</b>	<b>-15,720</b>
<b>INCOME MINUS EXPENSES</b>	<b>34,593</b>	<b>36,394</b>	<b>105</b>	<b>1,800</b>	<b>35,768</b>	<b>51,886</b>	<b>145</b>	<b>16,118</b>

NOTES:

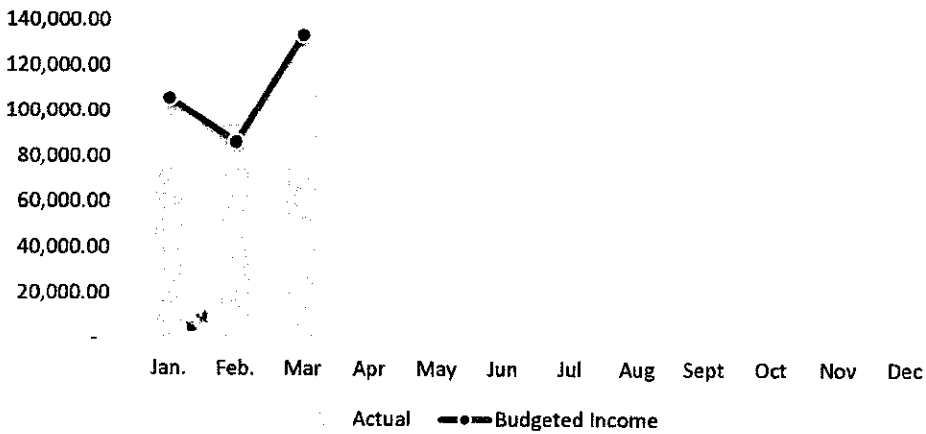
1. YEAR TO DATE INCOME IS MORE THAN THE AMOUNT BUDGETED BY \$398
2. YEAR TO DATE EXPENSES ARE LESS THAN THE AMOUNT BUDGETED BY \$15,720
3. YEAR TO DATE INCOME HAS EXCEEDED EXPENSES BY \$51,886
4. DEDICATED ACCOUNTS: \$400,724 (\$235,946 IN CAPITAL FUNDS ACCOUNT)
5. LIQUID ASSETS: \$931,567 (\$207,948 IN CHECKING, \$723,619 IN MISSION INVESTMENT)
6. FIXED ASSETS: \$10,163,664 (LAND, BLDGS, SIGN, EQUIPMENT, FURNITURE, VEHICLES, OFFICE)  
NOTE: \$763,040 OF THIS IS POG
7. MORTGAGES: \$1,607,048(TLC), \$651,881(POG)
8. RESERVE ACCOUNTS: OPERATIONAL: \$34,829, CAPITAL: \$29,404, BEQUEST HOLDING: \$195,036, PREPAID GIFT \$163,053  
TOTAL: \$422,322
9. PRESCHOOL INCOME TO DATE: \$70,725, EXPENSES TO DATE: \$67,842, CASH ON HAND: \$40,823 (CLOSED)
10. CDC INCOME TO DATE: \$231,106, EXPENSES TO DATE: \$214,121, CASH ON HAND: \$111,713 (OPERATING AT ~17%)
11. CDC MONTHLY EXPENSES: ~\$69K, PRESCHOOL MONTHLY EXPENSES: ~\$21K

# Year 2020

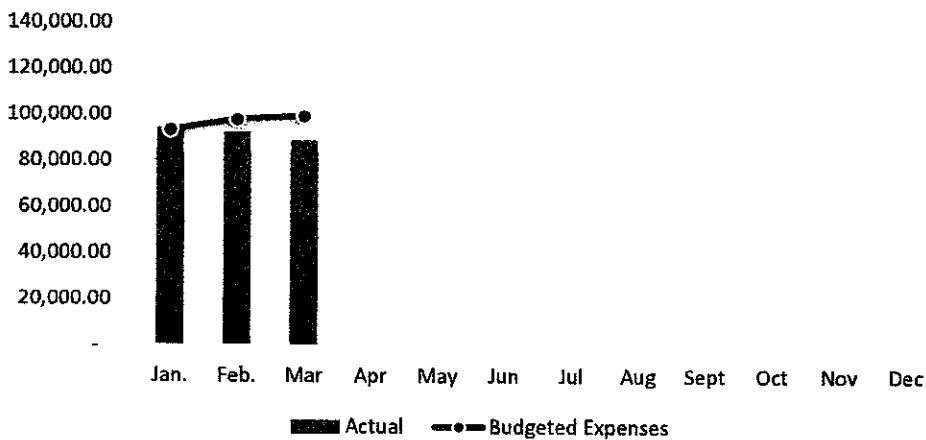
## Income and Expense Monthly Comparison



## Total Income: Budget vs Actual



## Total Expense: Budget vs Actual



Trinity Lutheran Church  
President Council Report  
April 21, 2020

As I write this, I am safe/healthy at home during this pandemic time. I only go out for essential things, such as food and seeing family from a distance. If this has taught me anything, it is to appreciate our family, friends and coworkers, as they make up so much of our day. Looking forward to a gathering, even a council meeting, gives us purpose and a needed sense of common beliefs. I am so glad we can offer online worship and meet through online platforms, but I am sure you will all agree that a face to face meeting-greeting-smile-handshake or hug, is what we would rather be doing.

Thanks be to God for our wonderful staff that has worked from home and kept business as (almost) usual! We are blessed with such faithful servants.

This month has seen the extreme special council meeting on the Zoom platform. To take care of our church and school staff the Small Business Paycheck Protection loan was needed. Thank you, council members, for your vote to proceed with this "gift" to our staff. Thank you to David Gunderson, Treasurer, for his work with Don Boelter and Sam Sommerman to apply for this loan that will hopefully be forgiven by the federal government. This loan will provide income during this stay at home period. But alas, our application into the bank is on hold as the money ran out. It is our hope that Congress will approve a second wave of money to fund our staff.

I am still encouraged that those that accepted appointment to the Call Committee are still available minus only one. The Ministry Site Profile group is coming together as well. We hope to have a meeting date soon so they can prepare for the Call Committee's work this summer.

My prayers are for those that are in health compromised situations. We have many members with cancer and other diseases/hurts, as well as being in an age bracket for contracting the virus. May God bless them and all of us and give healing peace. Prayers also for those that look for scientific cures.

Submitted by Sue Carlson

## **Don Boelter, Church Administrator**

**April 2020**

Strange times in the world and at Trinity as we all deal with the direct and indirect fall-out from the COVID-19 pandemic. I have been working mostly from home, but since our daycare, feeding program, and administrative services (paying bills, payroll, facilities maintenance) are considered “essential services” under Governor Inslee’s “Stay Home, Stay Healthy” orders, I’ve been able to come into the office a couple of times of week (when not under quarantine due to virus exposure).

### **Operations**

- Operations staff working almost exclusively from home.
- June coming in one morning per week to process checks / prepare deposit. Doing the rest of her work from home, plus has been working extra hours pulling financial reports for PPP loans.
- Kelly stopping by a couple times per week to pick up and distribute mail / assist with worship recording mailings. Checking general church emails and vmails from home.
- Paul coming in as needed for maintenance work and few special projects.
- See Debbie and Josh’s reports for more info on their work process.

### **Facilities**

- Repairs being done on as needed basis only (nothing major has come up, thankfully).
- Reset exterior lights several times to save energy / money.
- Reset all thermostats.
- (Free) Facilities survey refresh conducted on March 19<sup>th</sup>—awaiting results.

### **Finance**

- Worked with Treasurer and Bookkeeper on potential PPP loans—now we wait.
- March financials were fantastic under the circumstances (see Treasurer’s report).
- Have enrolled 13 Households on regular electronic giving; many others utilizing on one-time basis.
- Received special gift (not “pledged”) of \$20,000 in April.

### **Lynnwood Neighborhood Center**

- Contractors were last on site on March 21 working on items on final punch list.
- New mailbox (to replace one they damaged) installed.
- Finished Phase I work on temporary road, parking lot, and empty fields.
- Repair work on 64<sup>th</sup> st sidewalks and other safety issues were addressed.
- Equipment removed.
- Sub-contractor came by on last day before stop work order by governor and removed fencing.
- No word from Volunteers of America architect on final punch list “sign off” or city inspection.
- All VoA project meetings temporarily canceled due to COVID-19 crisis—no updates on Phase II.

Report to Council  
Debbie Jeske, Ministry Coordinator  
April 15, 2020

What I have been working on:

- Daily tasks of checking voicemail & email, updating Church calendar, supporting pastoral care ministers & prayer chain, updating membership data & online directory.
- Mailing out Christ in Our Home devotionals upon request.
- Communicating with many outside facility users about building closure & dealing with implications.
- Supporting other staff by gathering info, collaborating on communications, etc.
- Staff meetings, including collaborating with staff on issues as they arise and develop.
- Exploring wedding coordinator role & wedding check list with Kris Dudak (currently Trinity has no wedding coordinator in place for upcoming weddings).

Challenges:

- Communicating with and scheduling overlapping ministry groups. Added another Trinity ZOOM account, which has helped. Consulting with group leaders and members with technicalities of using ZOOM.
- Initially, Trinity's network kept crashing, but problem has been resolved.
- Details/rescheduling of special events/concerts considering evolving stay-home status.
- Not being able to truly walk away from the office; checking & often following up on email outside of work day hours more than normal.
- Keeping up momentum with ministry groups (such as 1<sup>st</sup> Impressions and how we were collaborating on visitor info & welcoming) and projects (such as plan to update photo directory) etc.
- Not being able to connect and collaborate with staff team in person.

Things that are just impossible to do:

- Not finding necessary tasks I can't accomplish at this point.

Here's my report:

## WORK

- Ongoing refinement of virtual worship, with focus now on expanding participation (more voices and faces) and variety of musical offerings. Also working with Hector & Jade on how we can continue to include various liturgical pieces to keep worship engaging.
- Working with Hector, Jade, Pete & Deb Johnson, and Gordon Hilstad on some basic short- and medium-range worship planning so we can stay organized and consistent.
- Beginning stages of transition to new website hosting platform (Wix), which offers more features and flexibility. Reorganization and refinement of how we speak about who we are and what we do, especially in light of VDA process. Primary focus on 'bringing it all together' (all of Trinity's various ministry offerings) so those seeking to learn about Trinity (the main target for a website) can find all the relevant information easily without becoming confused or overwhelmed.
- Worked with Hector & Jade to increase pastoral visibility during this time of separation, most notably a weekly Pastoral Reflection (emailed & posted to Facebook), and a weekly Community Prayer Time (Thursdays at Noon). Seeking more ways for people to see and hear them, and expand the roster of who is participating and providing these opportunities (other staff, council members, etc...)

## CHALLENGES

- Balancing ongoing communications work with the extra layers of worship planning, especially the coordination of music and musicians. Includes adjusting to a new schedule/rhythm of working Sunday mornings and finding time during the week to balance that out.
- Medium- and long-range planning is difficult with uncertainty surrounding if/when we can return to more normal worship and community life. Added layers of complexity with staffing holes, most notably no Minister of Music since November.

## PERSONAL

- Caroline and I are excitedly anticipating the birth of our first child at the beginning of August! Prayers for health and safety of baby & mother (and me too!) during this uncertain time.
  - With this, beginning to plan for taking WA Paid Family Leave in the Nov/Dec/Jan time frame: preliminary conversations with Hector & Don, and eventually a formal request to Council with plans for coverage of work.

**Joshua Judd-Herzfeldt**  
Communication Coordinator

## COUNCIL REPORT

### DAILY TASKS:

prepare (postage, address) weekly envelopes for worship mailing to homebound

prepare documents as needed for staff/ministries ie Bible Study questions, etc.

retrieve, open & distribute incoming mail

all checks into TLC safe

other mail distributed appropriately

check office phone for voice mails

follow up with return calls and/or pass along information to appropriate person

check/maintain the generic office email

follow up with return message and/or pass along information to appropriate person

check/maintain personal TLC email

read all incoming information (prayers, congregation updates, etc.)

follow up with return messages as needed

### ONGOING TASKS:

Attend all staff meetings via Zoom

Read & pray over prayer requests

Read the Weekly Reflection issued by Pastor Jade/Pastor Hector

I find the reflections extremely meaningful

Working on daily reflection & my relationship with God

### CHALLENGES:

I really miss the personal contact with all our congregation members, our staff – my team! Part of my job includes ‘customer service’ and helping people; interacting with others throughout the day. This ‘gap’ leaves me with wanting the ability to do more...

### PRAYER:

I pray that we will be able to come together soon and get to a new normal way of life. I pray that our members in Fairwinds & Manor Care are safe & hope we can provide worship for them again soon.

*April 17, 2020*

*Respectively submitted by:*

**Kelly Apling** ~ Ministry Assistant



As requested, below is my 1<sup>st</sup> quarter report for the Maintenance and Facilities Department. If you have any questions, please let me know.

*What have I worked on:*

- Established relationships with multiple vendors and contractors for the ongoing retrofit to install LED lighting throughout the TLC building.
- Coordinated the installation of new LED lighting and fixtures in church parking lot and Trinity House; working with Snohomish PUD to obtain associated rebates.
- Working with vendors on an ongoing basis to obtain better pricing on janitorial and CDC supplies.
- Coordinated and oversaw new painting of the CDC space including stairwells and handrails.
- Maintain the cleanliness and upkeep of the building exterior on an ongoing basis.
- Provide general repairs and maintenance of the interior and exterior of the TLC building.
- Review and analyze past spreadsheets of the Facilities budget in effort to maintain quality service while reducing operational costs.
- Coordinated the recent church building inspection, report & assessment with Jens Johanson Building Consulting.
- Providing back up assistance to Don, as needed.

*Challenges:*

Given the age of TLC buildings, it is an ongoing challenge to prioritize necessary repairs and upkeep while keeping the available budget/cost savings in mind.

*Prayer Request:*

Please continue to keep Norma, and Don's mother and father, in our prayers.

Thank you,

Paul Burns

Report to Council Meeting

From: June Lee – Bookkeeper

Date: 04/16/20

### Challenging

The past couple weeks were quite challenging to me especially when we need to understand and digest the information on all different kinds of Emergency Acts related to COVID-19 such as Emergency Paid Leave Benefits, Emergency Unemployment Insurance, CARES Act about the PPP loans/grants etc. We attended difference webinars, meetings and discussions, and tried to understand and get prepared what we need to do when different scenarios happened.

For employees, if she/he is sick, or need to stay home taking care of a her/his family member who has COVID-19, or need to stay home to take care of her kids because school closed/no childcare services, what's her rights or benefits that she is qualified to get under the Response Act? What we need to do in Payroll or Human Resources area.

For church, we are working on getting the applications on PPP Loans/Grants as fast as we can before the Federal's Funding is running out. I have been working on getting the data and documents requested by different financial institutions for David to review, and he put the numbers together in the applications.

### Give Thanks

Thanks God to have David to lead us on this matter and the supports from Staffs, Administrator, Pastor and School Directors and Council that we are all working together in one-heart and same faith. Although we don't know if our loan got approved or not, but at least we did our best.

### Currently

I am still working from home, only come to church once a week to work with Don in doing weekly bank deposits, check my mailbox and do A/P check-run. I am enjoying working from home. To me, it's not much different than working in the office at church. May be because I have my office at church and now, I am just working in my home office instead. 😊

My family is doing fine. I don't have young kids that I need to struggle during the day like the kids running around the house or worrying about their homework or online learning etc. like other families. My daughter Megan is a freshman in the UW. My son Joshua is a freshman in Edmonds Woodway H.S. My husband Steve is a Senior Data Analyst who is working at UW Medicine. During the day, we just stay in our own room to work or study or (my son plays video game with friends). We go out to walk around in our neighborhood and do some gardening. We are blessed that we are still healthy and have our jobs. But we are still remembered and pray every day for those people who lost their jobs, lost their loved ones or suffering from financial issues during this pandemic COVID-19.

## This is the Preschool Report

Since March 12 our Preschool has been closed since the Governor first closed all the school Districts in Washington. At that point my team and I put together a plan to keep in contact with all our families through Brightwheel on a weekly and daily basis. We also decided to begin a blog put together by our curriculum director Kimberly Vail. This blog puts together activities for parents to do with their children at home. It follows what would have been themes we would be studying in class and activities are chosen to be approachable to parents do do with their children. For the first month we put up a daily post, and now have moved to a weekly post with activities for the whole week..Check it out yourself here.

<https://thetlptimes.blogspot.com/>

We have also shared the Family Devotional for Life during CoVid-19 on Brightwheel. We feel keeping in touch with our parents helps to support them during this very challenging time as a family. We have had very positive feedback from our families.

We had just completed in house registration for next year with our current families and had already sent our registration fee invoices. We have a really good start for fall registration but are missing this spring to tour interested parent for fall enrollment.

Of course I have been highly involved during these weeks to help with a plan to pay our employees at Trinity Lutheran Church and Schools. Zoom calls, massive amounts of emails daily, webinars and resource gathering to get us where we are today. It has really taken a team effort.

You have asked me what seems impossible and what I don't have answers for so we can all hold each other up in prayer. Here's my list

Will we get the PPP loan/grant?

If not, what's the best and equitable plan for lay offs that will allow for the Schools to reopen and our ministries be restored.

When will schools be allowed to reopen?

When that does happen, what will the State Health Department's requirements be?

Will Parents feel comfortable enough to send their children to school in the fall?

How can we accommodate all this to make it work?

There are so many other concerns and daily worries but these are the biggest and most pressing.

We would appreciate prayers for our teachers, our families, our parents and their families and myself for continued health, adequate sleep, shelter, food and God's peace.

Blessings

Kris Dudak

**Kris Dudak, Director**

Trinity Lutheran Preschool

<https://www.trinitylutheranchurch.com/preschool.html>

425-771-8433

Minister of Faith Formation report: 4-15--2020

This is certainly a different report to write. Here goes one month into the “sheltering at home,” time.

Beginning on March 15<sup>th</sup> and for each Sunday evening we have held NET, the high school ministry night, online using Zoom. We have had good attendance all evenings, except Easter Sunday. Our format has transitioned as we have moved from this being a novel experience to being our way to continue the ministry during the distancing time. Our main goals are to have time to connect and check in on life, how and what is person is doing. Prayer is a constant. We have been learning to play also online, a very important part of our time so we can laugh and enjoy our time together. We are also adding in a devotional time. I have decided to set aside the full out teaching time and rather help focus our time on God and how to see & experience God. This has not been ideal, but for the short-term it has been a good thing. A concern is that as the students have to spend more time now online for school, the burnout of being online is going to increase. We have already seen it with some of the private school students who have been doing class via Zoom for the last month.

We missed ZOE on the first Monday, March 16<sup>th</sup>, but have also resumed meeting on Monday evenings for our class time on Zoom. I have been trying to still give the instruction on the New Testament for affirmation. In person it is hard to hold middle schoolers attention. Online it is even more difficult. We have had most our families participate in this, although some have seemed to check out or just are not seeing it as a priority.

So far we have had to cancel one retreat and two fellowship events with children. We have added a book group for high school students reading C.S. Lewis' The Great Divorce. Looking out through May, we will be continuing the two Zoom youth nights a week, but will be cancelling the ZOE Late Night event and a Pillow Polo Tournament.

Footprints and Children and Family ministry are trying to figure out what to do during the “shelter” time. Early on parents seemed overwhelmed with everything so we sent home by email resources and encouraged the Easter Sunrise Breakfast experience. This month our leadership team will be trying to gauge what families

and the younger children might need or want. We also are waiting to see what summer programming might be possible, including VBS and summer Family Nights.

One of the things that has been on going for me is to try and communicate with each of the high school students, at least by text, and to stay connected to the adult leadership of children, youth and family. Also the Synod and Regional ELCA Children, Youth & Family ministers have been meeting weekly online to support and share resources with one another. This has been a blessing to have the time to meet, but also hard as many are struggling to find ways to support their congregations from a distance. So much of our minister is relational and technology helps, but falls short of the relational experiences we strive for in our program.

Submitted by: David Greenlee

## **Trinity Lutheran Church Council Meeting**

**March 12 – April 17, 2020**

**Pastor Report - Jade Yi**

I would like to give kudos to our staff as a pastor. I have been able to keep serving without much challenges with the support from the staff. We build up each other weekly and biweekly through our zoom time together. I give thanks to God for each one of them and for their giftedness and kindness.

### **1. Current Outreach Ministry**

- Phone calls to those who have no email based on Trinity records, 128 people – a joined effort among Stephen Ministers, Pastoral Care Ministers, First Impression Ministry, some identified church leaders, and Pastors. This is a short-term commitment during this pandemic, 4/13 – 5/2. The main purpose is letting them know that Trinity is thinking of them and offering prayers over the phone. Thank you to Debbie Jeske who put the list together. A zoom meeting is scheduled on May 3 to debrief what we can learn from this outreach.
- Caring cards to those who would benefit from receiving homemade cards – a joined effort between Pastoral Care Ministers and Debbie Jeske to compile a list of 50+ names. This project will begin on April 20. Thank you to Gabby Raudebaugh from Sowing Seed of Hope Ministry for taking the initiative.

### **2. Worship Liturgical Ministry**

- Children Music Ministry leaders will have zoom meeting on April 26. Both David Greenlee (Footprint) and Pete Johnson (Celebration Band) are informed and connected in the process.
- Meeting with Pr. Hector and Josh Judd-Herzfeldt weekly for the worship planning.
- Meeting with P. Hector, Josh Judd-Herzfeldt, Deb Johnson, Pete Johnson, Gordon Hilstad on 4/16 for a long term worship planning.
- On hold - Building up the Usher Ministry team for 9:00am worship.

### **3. Pastoral Care**

- Offering Pastoral Care to those who came to me directly and to those referred by Pastoral Care Ministers. There are about 3 to 6 people weekly as usual.
- Weekly online stream prayer on Thursday – taking turn with Pr. Hector.
- Weekly email reflection on Wednesday – taking turn with Pr. Hector.
- Weekly burning worship CDs, printing worship bulletin with What's Happening, prayer brochure, sending them to home bounds.

### **4. Discipleship**

- Teaching Wednesday Bible Class every 3 weeks, participating weekly.
- On hold - TLCW Gather Magazine every other month.

### **5. Preaching**

Preaching once a month.

### **6. VDA Process**

In progress. Please see Pr. Hector's report.

Attending Leadership Summit on 3/28 and 4/4.

**7. Attending weekly Pulse meeting, biweekly Staff meeting, and monthly Council meeting.**

### **8. Synodical & ELCA Commitments**

- Attending and connecting monthly Sno-King Cluster meeting.
- Special Event Planning: meeting monthly with NW Washington Synod Bishop Wee and other 3 female pastors to plan the Ordained Women Ministers of Word and Sacrament anniversary for 50 years of women, 40 years of colored women, 10 years of LGBT community. This event will be held at our church, **Trinity Lutheran Church, on Reformation Sunday in the afternoon.**
- Coaching Ministry: a group trained pastors meeting monthly to assist NW Washington Synod to have a culture of coaching among pastors who are practicing both professionally and congregationally.
- Receiving coaching continue education on 4/20-21, 3/30, and connecting with ELCA coaches on 4/3 & 4/6 to provide support to educators from the Evangelical Lutheran Education Association (ELEA).
- Working with the Association of Asian and Pacific Islanders (AAPI), an organization that exists for and is led by Asian Lutherans in the ELCA for a book project.

### **9. Others - on hold**

- Intercultural Competence for Trinity - Mim Phillips and Jeff Tobin.
- A Praying Church - Tabatha Cyphers, Cathy Rankins:

“Work from the heart for your real Master, for God, confident that you will get paid in full when you come into your inheritance. Keep in mind always that the ultimate Master you’re serving is Christ.”

~ Colossians 3:23-24 ~

**Trinity Lutheran Church  
Church Council Meeting**

April 21, 2020

**Pastor's Report**

Easter greetings to you all. We have begun another liturgical season as we continue to live under the COVID-19 pandemic effects in every level of our lives.

It has been a long month. Our plans, projects, dreams, activities, and lives have changed. And, it seems that it will continue to change as we adapt to the new realities that this situation has created. One of the biggest challenges has been to continue to ministry through the quarantine ("Satay home. Stay safe.") Although we have been able to gather using technology, we all miss direct and personal interaction. I believe that the Spirit has been working in us to broaden our understanding of what it means to be the scattered church. We are reminded that we have been set loose to be the presence of the living-Lord where we are.

We have been planning basically week by week, following the government's orders, and being intentional about supporting staff and ministries. As much as we address the present challenges we are also looking into the future. One thing that is clear to me is that things will not be the same or "normal." The question is where TLC will be at when things are more stable. What will be our financial and human capacity? Will we need do the same that was done in terms of worship services, ministries, and pastoral & staff leadership? Will our schools be in the position to re-open?

In spite of the foreseeable challenges, I believe that the Spirit is also presenting new opportunities for TLC to live, rather than to survive. I have seen signs of the life coming out from the emptiest corners of this pandemic season, and I am confident that TLC will respond faithfully as TLC has done in the past.

This month report is mostly a reflection on how being a scattered church has helped us to remember that because we belong to God, God will work through every circumstance to help us become what God has intended for us to be. Although it may feel we are walking alone we have the promise:

*Go tell my brothers that they are to go to Galilee, and that I'll meet them there." Matthew 28:10 (MSG)*

**March 18 – April 20**

***Rear Vision Mirror View (Looking back)***

During the last month I focused in the following areas of ministry:

***Pastoral.*** I focused on pastoral care for those who were referred to me.

***Leadership-Discipleship.*** Continue with the implementation of the VDA by leading 3 virtual leadership summits

***Learnings.*** These are some learnings regarding the character and identity of TLC during the past month:

- TLC is a congregation that genuinely cares for others. People took initiative to care for those affected by the "stay home" order
- TLC highly values personal interaction and the Sunday gathering in the sanctuary. There is a strong attachment to the sanctuary, so there is a strong sense of anticipation to go back to "church"



*Pastoral acts during the last month.*

Pastoral Acts	Meetings with teams/Committees	Individual leaders
<ul style="list-style-type: none"> <li>• 3 Phone calls with homebound referred by PCMs requested by members</li> <li>• TLC CDC Director and teachers</li> <li>• Premarital counseling</li> <li>• 1 Wedding</li> </ul>	<ul style="list-style-type: none"> <li>• 3 Leadership summit sessions Mar 28, Apr 4, Apr 16</li> <li>• Weekly PULSE meetings</li> <li>• Full Staff meetings</li> <li>• Pastoral Care Ministers</li> <li>• Living Water</li> <li>• 1st Impressions teams</li> <li>• 2 Synod council meetings</li> <li>• NW Washington Synod Coach</li> <li>• Worship team</li> <li>• TLC schools, Don B., June L, David G.</li> </ul>	<ul style="list-style-type: none"> <li>• Sue Carlson</li> <li>• Chang Choi</li> </ul>

Things to **celebrate** in the past month:

- Members of the congregation and staff stepping up during Norma’s absence due to health issues
- Council and staff leadership during this difficult time
- Participation in live streamed worship and financial commitment in difficult times

Some **challenges/opportunities**:

- Closing of church office and TLC Pre-school, and
- Reaching out to those who have not access to electronic devices
- Long-term planning, uncertainty about the capacity of the congregation through the rest of the year

**Windshield Vision (Moving Forward)**

We held three leadership summit sessions as part of the implementation of the VDA short-medium term strategy. Forty-six leaders participated in total. The next step is for ministries to begin to implement conversations about being centered in the two commandments and the great commission, and to reflect on how ministries are aligning with the values of the congregation. One ministry signed up for a pilot initiative to intentionally apply the principles of reproducing discipleship, alignment, and collaborative ministry. A new leadership summit will be scheduled for May or June.

The Pastoral Care Ministers (PCMs) team and I have prepared a comprehensive transition plan. Pr. Delmas Luedke will retire by the end of the year. The PCMs will need to begin a new format for leadership. The plan includes the principles of cultural shift, reproducing discipleship (apprenticeship), healthy and fruitful leadership, collaboration, and the “triangle & square” image.

We were not able to begin the forming the **stewardship team** and a **year-round stewardship plan**.

It was my intention to complete the work of forming **mutual ministry**, but due to the current circumstances I had not been able to invest time and energy in this matter.

It was decided that TLC (worship and office) will continue to operate as it is doing it now till May 24. We will adjust the plan based on the government's directives regarding extending or lifting the "stay home" order. Don B., Kris D., Nanette E., June L., David G., and me spent considerable time working on the financial options for TLC to sustain and keep the school staff. Don and David will present a detailed report of the progress and the recommendations.

In view of the possible changes generated for the pandemic, I want to propose that the council work on the possible responses to changes in the context. That includes the possibility of financial and people resources decline, worship services, and the new possible realities in the community as the COVID-19 will be still present.

My goals for 2020:

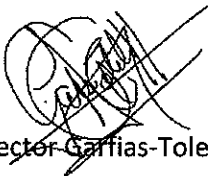
- Work with council (and congregation) on a vision and priorities of the TLC ministry – **In progress.**
- Develop a path for identification, equipping, and releasing lay preachers and pastoral care -ministries – **In progress, working on training sessions**
- Working with the TLC Pre-school and CDC – **Need to schedule a meeting**
- Congregational Constitution bylaws – **In progress**
- Values-Direction-Action process – **In progress**
- Working on associate pastor position – *This plan may need to be adjusted*
- Exploring possibilities for intergenerational ministry
- Expand and strengthen the PCM team and the Stephen Ministers team – In process
- Collaboration with Neighboring ELCA congregations – **In progress**

Thank you to TLC for the support and care for the staff during this difficult time. Also, thank you for your support during this learning curve regarding virtual ministry and worship.

I would like to ask for your continuing prayers, and I want to assure you that each one of you are in my prayers.

Thank you to God for all of you and the for the honor to serve alongside with you.

Respectfully submitted to the Trinity Lutheran Church Council,



Rev. Hector Gaffias-Toledo, Pastor

*"God can pour on the blessings in astonishing ways so that you're ready for anything and everything, more than just ready to do what needs to be done." 2 Cor 9:8 (MSG)*

## TLC Values-Direction-Action Journey

## Living in God's abundance and life-giving call to discipleship

### Building. Belonging. Becoming.

2020							
Feb	Mar	Apr	May	June	July	Aug	Sept
Implementation planning	<b>1<sup>st</sup> Leaders' Summit</b>  March 14 & 28 (POSTPONED)  ZOOM Leadership Summit Mar 28	<b>Mar- May ZOOM Leadership Summit</b> Apr 4, 16  TLC teams work on values, 3Bs, goals & metrics for the following 3-6 months	<b>Mar- May</b> TLC teams work on 3Bs, goals & metrics  TLC Congregational Meeting 3/31	<b>Congregational meeting</b>  VDA progress report			2 <sup>nd</sup> Leadership Summit & teams planning for the following 3,6,9, months
Action Steps		Actions Steps				Action Steps	
<ul style="list-style-type: none"> <li>• Identify all the leaders from the TLC teams</li> <li>• Design the summit content</li> <li>• introduction series for the</li> <li>• Summit purpose – equip leaders and prepare them to lead their team to go through “align” with 3Bs, values, and areas of focus, and strategy</li> <li>• Form catalyst network team leaders who will work with the TLC leaders to check in</li> </ul>		<ul style="list-style-type: none"> <li>• Teams set the goals and begin implementation if possible</li> <li>• A second round of Leadership summit will be held in May/June</li> <li>• A pilot initiative including 2-3 ministries will be implemented</li> </ul>		<ul style="list-style-type: none"> <li>• Present a progress report to the congregation</li> </ul>		<ul style="list-style-type: none"> <li>• Teams planning for the following 3,6,9, months</li> </ul>	
	Call Comm election March 22 (POSTPONED)	Call Process begins?					

# TRINITY LUTHERAN CHURCH

## PCMs Initial Transition Plan

April – December 2020

1. Identify focus/Model
2. Leadership model – Healthy & fruitful leaders
  - Rhythm of sabbath
  - Creating environment/conditions for a life-giving experience and live to max potential
  - Equipping/nurturing
3. Integrate new PCMs – Training,
4. Review “job description”
5. Rotation
6. Covenant (clarity) – serving and CG & CR terms
7. Coaching – Use coaching principles among CG, but also CR

A	M	J	J	A	S	O	N	D	J
PH & PD		PD & watcher	PD & watcher	PD & watcher	PD leads with helper	PD leads with helper	Someone leads w/PD	Someone leads w/PD	PCM take over
Identification of potential PCM Journey				Possible training by 2 or 3 current PCM Not only mental learning/but journeying Pr. Delmas provides guidance in building content					

