

ALL SOULS CHURCH GOALS PROGRESS: 2013 END-OF-YEAR REPORT

Presented to the Board of Trustees by the
Church Council Steering Committee, November 20, 2013

EXECUTIVE SUMMARY

The Church Council Steering Committee (CCSC) is happy to present this 2013 end-of-year report to the Board of Trustees. The June mid-year report focused more on our efforts to make necessary revisions to the measures and milestones for each goal area, and on our plans for the rest of the year. This report presents the actual quantitative and qualitative results for 2013, the third year of our five-year Visioning Goal Plan.

The Goals and Measurable Results in brief:

Goal Area	Measurable Result (expected in 2015)	Status
Church Wide	1. 325 (25%) of congregants are leading and are accountable for church activities.	Exceeding
	2. Average attendance at Sunday worship and children's religious education has increased by 10% or more.	Lagging
	3. 100% of All Souls member households make annual pledges to the church.	On track
Spiritual Development	4. 1,500 (75%) of congregants regularly participate in activities that contribute to their intentional spiritual growth.	Exceeding
	5. 120 different opportunities provided congregants for spiritual development across the lifespan.	Exceeding
Community Building	6. 30% or more of members and children self identify as persons of color.	Lagging
	7. The All Souls Caring Network is comprised of a well trained lay pastoral team and church staff working together in shared ministry.	Lagging
	8. 845 (65%) of congregants are engaged in volunteer ministry to the congregation and its members.	Exceeding
Social Justice	9. 500 congregants including children are engaged in activities to support social justice through All Souls Church.	Exceeding
	10. All Souls has had major impact on at least three local, national or global issues through education, advocacy and organizing.	On track
Capital Infrastructure	11. All Souls is in a renovated building that includes full access, renovated building envelop, classrooms and offices, with an emphasis on sustainability.	On track
	12. All Souls Church has successfully secured the funding necessary to renovate the building, through the Capital Campaign and the Third Century Challenge.	On track

In 2013 we made progress in three important ways:

- **Clarification of what we are measuring.** This year the measurements established in 2011 were edited and clarified as needed, and new measurement areas were added.
- **Improved data collection methods.** A combination of Survey Monkey data submitted by church leaders, staff review and input, and church data bases information was used to produce the most comprehensive progress reporting to date.
- **Increased attention to how the work of church groups directly connects to the goals.** This was the focus of the September 2013 Council Meeting, producing information for future action.

The contents of this report:

- Section 1 presents the **end-of-2013 milestones status** for each of the 12 measurable results. Included for each measurable result area is a definition of what is included in that area, what data collection methods were used, and the milestones going back to 2011. As demonstrated by the chart on the preceding page, we are doing extremely well in some areas, while other areas need improvement.
- Section 2 summarizes **2013 initiatives** particularly targeted on goal achievement, including how the Church Council has focused its work in three areas: Leadership Development, Volunteer Service Opportunities, and Committee-Goal connections. This section also touches upon the intersection of staff and lay work in many church areas and the opportunities therein. To achieve our goals by 2015, we all need to reexamine our own connections to those goals, as well as our priorities, and make strategic decisions about where we place the most attention and resources, including time.
- The report concludes with a short **conclusion and next steps**. 2014 presents unique challenges to All Souls, both because it is the fourth year of our Visioning process leading up to 2015, and because of the possible impacts of the upcoming church renovation.

This report is submitted by the 2013 Church Council Steering Committee:

Erika Landberg, chair

Amy Mulry Wesolek and Rev. Cathy Rion Starr, staff liaisons

Jen Bolick, Victor Branham, Wendy Carter, Carrie Davidson,

Pavel DeJesus,Carolynn Fowler-Smith, Angela Heverling, Goldia

Hodgdon, Karen King, Emily Koechlin, Claudia Liebler, Nina

Marshall, Fred Tipson, members

To build the Beloved Community, All Souls Church cultivates and celebrates:

...Spiritual growth and transformation as we question, learn from others, and seek lives of meaning and reverence

...A welcoming, diverse, and vibrant community where we love, respect, and care for one another

...Service and prophetic action to move the world toward justice, healing, and sustainability

...A welcoming and accessible building that provides nurturing spaces for spiritual growth, serves the community within and outside the walls of ASC, and embodies our commitment to sustainability.

I 2013 Milestones on the way to 2015

The June 27, 2013 Goal Progress Report submitted to the Board presented the CCSC Measurement Working Group's 2013 work to revise and in some cases expand the goal measurable results. That effort helped inform how we could improve the collection of data for inclusion in this report, using a combination of lay leader information on Survey Monkey, staff review and information, and church data bases.

For each measurable result where a percentage is assessed, the definition helped identify the size of the population. For example, at times the measurement is a percentage of members while other times it is broader to include all adults as well as children. Notations are made at the bottom of charts to clarify who is included. Also, results for leadership (MR1), spiritual development participation (MR4), church volunteerism (MR8), and social justice volunteerism (MR9) do not account for duplication. Many congregants participate in multiple ways. To account for these duplicates would both be incredibly time-consuming and not necessarily valuable as the church does not discourage participation in more than one way.

CHURCH-WIDE

1. 325 (25%) of congregants are leading and are accountable for church activities.

Definition: Congregants identified as leaders are doing more than showing up and participating. Rather, they are either already taking responsibility for ensuring that a church activity happens, or leading planning and efforts to do so in the future. Examples include serving as committee chairs, teachers, mentors, covenant leaders, lead ushers, and event chairs/hosts.

Data collection: Once a year, all church groups are asked to report the number of persons serving in leadership capacities in their group or activity.

	2011	2012	2013	2014	2015
Goal	200 15% (baseline)	18%	20%	22%	325 - 25%
Actual	200 15% (reflects spiritual development leadership only)	306 24%	416 32%		

**Percentage based on a 1,300 baseline membership number.*

2. **Average attendance at Sunday worship and children’s religious education has increased by 10% (880 or more).**

Definition: The number includes people in the sanctuary during Sunday worship services as well as the number of children in RE classes.

Data Collection: Ushers perform head counts in the sanctuary; RE staff provide head counts for the RE classes. The resulting numbers are tracked in a church database.

	2011	2012	2013	2014	2015
Goal	800 (baseline)	820	840	860	880
Actual	801	809	820		

3. **100% of All Souls member households make annual pledges to the church.**

Definition: An annual pledge is money promised to All Souls for the annual giving campaign. Member households are addresses shared by one or many members of All Souls. A member for this measure is anyone eligible to vote in the year pledged. Voting members are those who have signed the membership book and have made a financial contribution of record in the previous 15 months.

Data collection: The member database provides information on number of households with pledges.

	2011	2012	2013	2014	2015
Goal	N/A	N/A	74% (baseline)	85%	100%
Actual	N/A	N/A	707* 74%		

**Percentage based on 960 voting member with an annual giving pledge in 2013 as of November 13, 2013.*

SPIRITUAL DEVELOPMENT

4. **1,500 (75%) of congregants regularly participate in activities that contribute to their intentional spiritual growth.**

Definition: Activities such as participating in and/or leading ASD and RE classes, helping with Sunday services as worship associates, and serving on committees focused on promoting spiritual growth. In addition, church groups focused on community building and social justice issues frequently report on the spiritual development dimension of their work.

Data collection: Data collection in this area is a mix of the class enrollment data collected by staff and committee leaders reports on which of their activities are most closely connected to spiritual development.

	2011	2012	2013	2014	2015
Goal	35% (baseline)	45%	55%	65%	75%
Actual	46% 918	70% 1409	111% 2218		

**Percentage based on a 2,000 baseline number counting congregants (members and nonmembers) and children.*

5. 120 different opportunities provided congregants for spiritual development across the lifespan.

Definition: The number of activities – not the number of hours or meetings involved – constitutes one opportunity. Examples include a class, a mentoring opportunity, a covenant group, a workshop, or a writing project.

Data Collection: Data collection is a mix of information collected by staff as well as information provided by church lay leaders about their group’s activities.

	2011	2012	2013	2014	2015
Goal	66 (baseline)	70	80	100	120
Actual	66	181	204		

COMMUNITY BUILDING

6. 30% or more of members and children self identify as persons of color.

Definition: Congregants who report their race and/or ethnicity as other than only white or of European descent.

Data Collection: In May 2010, a church wide effort was launched to collect member demographics information and input it in the church database. Since then, new members have been asked to provide race and/or ethnicity information on themselves and their families when they join the church. Staff tracks the church database system.

	2011	2012	2013	2014	2015
Goal	26% (baseline)	27%	28%	29%	30%
Actual	26%	27%	26%		

**Sample based on of data collection from over 1,000 respondents who are members or children.*

7. The All Souls Caring Network is comprised of a well trained lay pastoral team and church staff working together in shared ministry.

Definition: The All Souls Caring Network encompasses several important services, i.e. the Sunday morning Caring Cards table; sick visitations; transportation to doctor appointments or for treatments, and providing meals for persons and their families. As a caring church we minister to our membership when in need. This is the shared ministry of a caring network.

Data Collection: Clergy record information from a pastoral contact with a congregant into that person’s profile in the church database, including emails, phone calls, counseling appointments, visitations, deaths, births, etc. At the present time our Pastoral Associates use the Lots of Helping Hands web site to identify those who have needs, and for Associates to sign up to meet the need.

Annual Milestones	Status
<p>2013: Conduct a course in Pastoral Care Ministry for Laity. Conduct a mental health first aid training for staff. Offer “Clearness Gatherings” for congregants who need an opportunity to talk out their presenting issue with a small group of trusted friends, and two All Souls Church Clearness Facilitators. Recruit new lay Parish Care Coordinator. Explore how to meet requested need for various support groups. Continue Caring Card ministry.</p>	<p>Some milestones met (training has begun, new lay Parish Care Coordinator recruited, etc.)</p>

8. 845 (65%) of congregants are engaged in volunteer ministry to the congregation and its members.

Definition: All Souls congregants minister to each other and to the church community through service such as greeters, ushers, performers, pastoral care associates, and as trustees, officers, and members of Board committees.

Data Collection: Church lay leaders report the number of lay people involved in ministry through the activities of their particular group. Inevitably, this category contains duplicates since many congregants serve the congregation in multiple ways.

	2011	2012	2013	2014	2015
Goal	45%	50%	55%	60%	65%
Actual	26% 339 (reflects community building ministries only)	69% 897	79% 1033		

**Percentage based on a 1,300 baseline membership number.*

SOCIAL JUSTICE

9. 500 congregants including children are engaged in activities to support social justice through All Souls Church.

Definition: Examples include the number of congregants engaged in All Souls initiatives such as teaching ESL classes, managing the Thanksgiving food collection, participating in Housing clean-up efforts in the neighborhood, and participating in New Orleans service trips. By also including on-ramp one time activities as well as ongoing advocacy and action, the growing number represents how social justice programs are building the base for future efforts.

Data Collection: Data collection is a mix of information collected by staff as well as information provided by church lay leaders about their group’s activities.

	2011	2012	2013	2014	2015
Goal	200	250	300	400	500
Actual	Inconclusive reporting	281	665		

10. All Souls has had major impact on at least three local, national or global issues through education, advocacy and organizing.

Definition: In 2011 the Congregation voted on three social justice issues – environmental justice, housing and peace, with immigration as an incubator issue.

Data Collection: Qualitative measurements will be used to determine progress and impact.

Annual Milestones	Status
2011: Developed a process to define the three issues to focus on. At annual meeting, the congregation voted to focus on environmental justice, housing and peace, with immigration as an incubator issue.	Milestones met
2013: Change All Souls Housing is going through an intensive strategic planning process. WIN is involved in three active campaigns: a budget campaign focused on replenishing the Housing Trust Fund and ending youth homelessness, a storm water green jobs campaign, and work to secure an agreement to allow discounted parking at DC USA. For environmental justice, a partnership has been developed with Common Good City Farm, including monthly volunteer days. Completion of a film about the Hiroshima Children’s Drawings will be presented at General Assembly in June.	Milestones met
2014: A pilgrimage to Hiroshima in August 2014. An immigration advocacy team has been formed. A vibrant voting rights ministry begins to impact voter suppression. All Souls WIN has won some minor victories in the arena of criminal justice.	

CAPITAL INFRASTRUCTURE

11. All Souls is in a renovated building that includes full access, renovated building envelope, classrooms and offices, with an emphasis on sustainability.

Definition: The ASC renovation project has been led by the Comprehensive Assets Planning Team (CAPT) formed in May 2009. Working with the Kerns group architect, Brian Frickie, CAPT has worked closely with the Board and Executive Team, repeatedly sought input from the congregation in general and worked with the 7th Principle group in particular.

Data Collection: Review of Board minutes and CAPT's monthly reports to the Board; discussion with ASC Executive Director on progress.

Annual Milestones	Status
2011: A/E firm Kerns reported on needs/wants, initial estimate; presented Design Concept to congregation; conducted feedback sessions.	Milestones met
2012: Integrated church committee input into design; added members to CAPT; adopted sustainability principles; Board of Trustees passed fair wage policy for the renovation.	Milestones met
2013: Hired Forester as general contractor; completed schematic design; Congregation voted to proceed. Continue work on design development, construction documents.	Milestones met
2014: Work on permitting, historic preservation approvals; construction contract approval, demolition, construction.	
2015: Final inspections and punch lists, close project, enjoy "new" building.	

12. All Souls Church has successfully secured the funding necessary to renovate the building, through the Capital Campaign and the Third Century Challenge.

Definition: The original Capital Campaign Committee charged with raising the necessary funds for the capital renovation has been replaced with the Third Century Challenge Committee which will continue the work into the next phase. Like its predecessor, this Committee is a committee of both the Board of Trustees and the Executive Team.

Data Collection: The church maintains a database of pledges and payments which is then used for tracking fulfillment rates and predicting the economic situation at any point in time.

Annual Milestones	Status
2011: Hired Klote as fundraising consultant; Congregation approved launching capital campaign.	Milestones met
2012: Over 60 capital campaign volunteers recruited and trained; Approximately 500 visits made to ASC members and congregants; \$7.6 raised by September Homecoming Sunday; individual visits and tabling on Sundays continued; first grant application (National Trust for Historic Preservation for Partners in Preservation) submitted.	Milestones met

<p>2013: All data entered into church database; pledge fulfillment tracked, trends monitored, unpaid pledges invoiced and calls made to those who haven't started paying their pledges; receptions for new members; Partners in Preservation award of \$50,000; conversations with banks on loans; continued grant research and applications; as of September 18, 2013 pledges stand at \$8.3 million.</p>	<p>Milestones met</p>
<p>2014: Focus on pledge fulfillment; monitor inflow goals; solicit new pledges; seek new grant opportunities.</p>	
<p>2015: Focus on pledge fulfillment; monitor inflow goals; solicit new pledges; seek new grant opportunities; consider a number of challenge grants for special projects towards the end of the campaign.</p>	

II 2013 Initiatives and the Goals

As noted in the June 2013 report, we will achieve the 2015 goal results we established in the 2010 All Souls Visioning Goals process only with intentional efforts on the part of all of us. Some of the present initiatives below are Council initiated, while some are staff initiated and driven. Implementation of most of these efforts depends on lay and staff working together in shared ministry.

Initiative Highlights:

- **Leadership Development:** The Nominating Committee and Church Council launched the new 8-session *Leadership for a New Era* program with 15 participants. The next Goal Progress Report will include an assessment of the Program and how it connects to the leadership measurable result.
- **Volunteer Service Ministry:** The CCSC Volunteer Service Group continued to refine the EASIS (Engaging All Souls in Service) project during the year, and is working with church staff on how to go online with more of its communications and opportunities listings. The tabling in Pierce Hall provides short term opportunities, helps church groups spread the word about their ongoing work, and helps increase the volunteer ministry measurable result.
- **Committees and the Goals:** The Committee on Ministry's 2012 Ministry Evaluation recommendation that the Council find ways to "establish stronger, more discernible links between their work and the goals" provided the impetus for the focus of the September 2013 Council Meeting. Lay leader participants posted which goals are priority areas for their work, discussed what those postings revealed as well as how the upcoming renovation might impact their work, and concluded by identifying one thing their own committee could do in the next year to connect their work more closely to the goals.
- **Church staff initiatives:** Several All Souls initiatives that connect to specific visioning goals are more staff driven, even as many lay persons are involved in their implementation. Examples include **Covenant Groups Expansion** efforts providing opportunities for spiritual development that also help build community; **Multiracial Multicultural work** that over time will positively affect the diversity measurable result; the **Monthly Theme Ministry** that provides focus for whole-church spiritual growth; and **Social Media initiatives** that will help build community, specifically to help with the attendance measurable result, and will be intensified as the church moves to renovation in 2014.

Conclusion and Next Steps

2013 was a very productive year for the Church's visioning goals work. The goal measurements themselves were made more realistic, the data collection processes were improved, and a focus on ways to connect church work and the goals produced guidance on next steps for both lay committees and church staff. We now have several years of data that can be used to move beyond the measurements and more deeply into content, to analyze where we are for meaning beyond measurement, and to develop a better sense of what efforts are needed in 2014 and 2015.

The chart on page one of this report clearly demonstrates the goal areas where we are successful, and where we are falling behind, particularly in the areas of attendance, annual giving, diversity and pastoral care. How can staff and the laity work effectively together to address these areas? Challenges for this next year include figuring out the effective mechanisms needed to do this, but also being realistic when some priorities may have to be tempered by various limitations. The Council will continue to work closely with staff on these issues.

Initial committee and staff conversations about the upcoming renovation have provided some good direction for what will be needed in this next year to sustain the ministries of the church. The Church Council is dedicated to working closely with staff, the CAPT and the Board of Trustees to recognize when goal achievement may or may not be affected, to help ameliorate any negative impacts on church committee work caused by the renovation, and to see the renovation as a source of new energy, providing opportunities for new directions and a bright future for All Souls Church.