# January 2019 minutes

## Regular Meeting of the All Souls Church Board of Trustees

**Minutes**  
Jan 16, 2019

### Present:
- **Board of Trustees**  
  - Tim Rhodes (12/2019)  
  - Libbie Buchele (12/2021)  
  - Tehani Collazo (12/2021)  
  - Cheryl Gray (12/2019)  
  - Robert Jayes (12/2020)  
  - Erika Landberg (12/2019)  
  - Nadine Ramos (12/2021)  
  - John Schuettinger (12/2020)  
  - Esther Strongman (12/2020)

### Staff
- Rev. Rob Hardies, Senior Minister  
- Rachel Pfeffer, Interim Executive Director

### Absent:
- **Officers of the Church**  
  - Carrie Davidson, Secretary (12/2019)  
  - Jennifer Bruneau, Membership Secretary (12/2019)

### Others Present:
- Megan Foley, UUA  
- Craig Dylan Wyatt  
- Tom Loke  
- Cynthia Durham  
- Paula Cole Jones  
- Adam Ortiz  
- Carol Falk  
- Carol  
- Gregory Ford  
- Carolyn Davies, Church Member

## Topic | Discussion | Decisions made
--- | --- | ---
Chalice Lighting |  |  
1. Meeting Agenda  
  **Tim Rhodes** asked for a motion to approve the agenda.  
  **Discussion:**  
  **Tim Rhodes:** Added Committee Items as 3D | Libbie Buchele moved and it was seconded [9 Yeas; 0 Nays]  
Approved.

2a Consent Agenda—Approval of December Minutes  
  **Tim Rhodes** asked if there were corrections to the December 2018 board meeting minutes.  
  **Discussion:**  
  **Libbie Buchele:** Under item 7, she had hoped to see the Senior Minister and Executive Director reports in the minutes. No actual action had been taken at the December meeting because no vote had been held. Libbie motioned to add these reports to the minutes in the future  
  **Cheryl Gray** expressed support for more transparency but wondered if there should be a procedure for redacting sensitive information from these reports.  
  **Rachel Pfeffer** stated that reports are prepared with transparency in mind. If there is an issue that needs confidentiality, the ED will first talk privately with the Board President  
  Suggestion was made to allow for redaction of sensitive information discussed in the executive sessions. Libbie accepted this amendment and it was seconded | Libbie Buchele moved and it was seconded that the Senior Minister and Executive Director Reports be added to the minutes in all future meetings and redaction is allowed in rare circumstances that require confidentiality [9 Yeas; 0 Nays]  
Approved.  
**Based on these proposed amendments, the minutes were approved**

2b Annual Meeting Minutes | |  
2c 2017 Audit | *vote was to acknowledge receipt of the audit* |  

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| 2d    | **Beckner Fund expenditure:** professional development for program officer ($2500) | **Craig Dylan** requested on behalf of the Beckner Committee that an unused $2500 which had been set aside for Jalisa’s pay to instead be used for attendance at a philanthropy conference and another professional development opportunity. This is a one time expenditure and not an ongoing one  
**Discussion:**  
**Erika Landberg:** In the future, Beckner committee should give requests for changes to the Beckner committee liaison, with enough time to get a blurb about request to the rest of the board in advance of their meeting. | It was moved and it was seconded [9 yeas; 0 nays]  
Approved. |
| 3a    | **Action Items—Election of Officers** | **Tim Rhodes** asked if there were any officer nominations (which had been discussed at the board retreat on Jan 9)  
**John Schuettinger** nominated Tim Rhodes for President  
**Robert Jayes** nominated John Schuettinger and Nadine Ramos for Vice President, but Nadine asked to be removed from the nomination list  
**Erika Landberg** nominated Libbie Buchele for Vice President, Libbie accepted the nomination  
**Discussion:**  
**John Schuettinger** noted that the bylaws allow for more than one VP and moved to have two VPs  
**Esther Strongman** shared that there are usually two VPs and sometimes three  
**Erika Landberg** mentioned that these two candidates are from different cohorts and she viewed that as a strength of having two vice presidents. She moved to accept the nominations | Tim Rhodes was confirmed as President [9 yeas; 0 nays]  
Erika Landberg moved and it was seconded to elect Libbie Buchele and John Schuettinger as Vice Presidents [9 yeas; 0 nays]  
Approved. |
| 3b    | **Democratic Rules of Order** | **Tim Rhodes** stated that Article VII, section 3 of the ASC bylaws states that “[the board shall] make such other rules for its own governance” and that under Article XVI, the default rules for church governance meetings follow the current edition of Robert’s Rules of Order, unless stated otherwise  
**Discussion:**  
**Tim Rhodes** suggested that board adopt for itself Democratic Rules of Order (DROO) by Fred and Peg Francis. This document is considerably shorter and simpler. Furthermore, Robert’s Rules favors those with familiarity with its technicalities of rules to push and block actions. Democratic Rules of Order supports transparency.  
**John Schuettinger** noted that under DROO everyone gets a chance to speak and the person who makes a motion is in charge of that motion (e.g. that person can accept or reject an amendment to that motion)  
**Tim Rhodes** suggested that DROO be adopted for board meetings and in September the board discuss amending Article XVI to replace Robert’s Rules  
**Esther Strongman** noted that the differences between these two books are subtle, but DROO is easier to understand and nicer | Tim Rhodes motioned and it was seconded to replace Robert’s Rules with Democratic Rules of Order for board meetings, with the intention to discuss amending Article XVI in the fall [9 yeas; 0 nays]  
Approved. |
| 3c    | **SRI Policy** | **Bob Jayes** (liaison to investing) has been working with that committee to adjust policies, but their work meeting is Jan 23, but one important change they would like to make is establishing a fourth fund for church investments (1% of total portfolio) devoted to community investing. This money would be invested in established local entities that lend money to small and/or disadvantaged businesses, rather than direct lending.  
**Esther Strongman** requested that the board move discussion of this topic to Deferred to February 13th meeting |
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| **3d** Committee Assignments | **John Schuettinger** shared the committee assignments made at the board retreat:  
Personnel (Esther, Tim, Tehani)  
Finance/Audit/Investment (Cheryl, Mark, Bob?)  
Governance (John, Bob, Erika)  
Transformation (Nadine, Libbie)  
Committee on Right Relations/ Behavior (Libbie Buchele)  
**Discussion:**  
**Libbie Buchele** asked about why the last was not part of the other categories. John explained that CRR doesn’t exactly fit under the other categories and it’s important to the board to have a pulse on the congregation  
**Libbie Buchele** also expressed concern about the groupings of the categories e.g. “shouldn’t governance include input from the transformation team?” and lumping together CRR and Behavior. John responded that action isn’t actually taken by these committees, so input from other ones is taken into account as needed before the board takes actions and that the behavior committee was established for a one-off issue that resolved. | **John Schuettinger motioned and it was seconded [8 yeas; 1 nays]**  
**Approved.** |
| **4a** Informational Items—Senior Minister’s Report | **Rob Hardies** shared that his goals for his work this year are to focus on worship quality, integrating and orienting new senior staff, and working on trust and reconciliation  
Due to the upcoming big changes, he will be more focused on our church community than external advocacy  
Would like to discuss the future of pastoral care at a future BoT meeting.  
Should be a team of ministers and lay leaders, with training and retreats; too big a job for just one minister  
He intends to follow incorporate suggestions of the Transformational Team, as part of his trust and reconciliation efforts  
In the interest of trust, it was decided that on Feb 3 after the sermon in both services, Rob will hold a litany for the new board members and officers  
**Libbie Buchele** requested that more church leadership responsibilities have a clearly defined division of labor  
**Rachel Pfeffer** responded that the permanent Executive Director will be selected for their organizational management skills that will build on the changes Rachel has been working on | **Litanies will be held for new board members and officers around 10:15 and noon on Feb 3** |
| **4b** Executive Director’s Report—Financial Situation | **Rachel Pfeffer**’s focus has been on financial stability for the church. She suggests creating a fundraising committee to tackle the unique challenges for this year  
On Jan 20, there will be a fundraising brainstorming session. Rachel will be observing a possible professional fund developer at this session. Hoping to identify congregants with skill sets and interest in professional quality fundraising  
No updates on search for new tenants  
Extent of financial concerns? No December data yet, but there was a deficit of 200k last year  
This year the Executive Director will make a plan to raise the amounts needed  
**Erika Landberg** suggested personal outreach as BoT and officers  
**Esther Strongman** pointed out there is currently no pledge committee  
**Mike Hill** shared that in other nonprofits of this size financial contributions would be required for board membership.  
**Mark Ruguliniski** Perhaps there should be an obligation to either donate or find 25k?  
Plan development is already on March board work session agenda  
**Rachel Pfeffer** pointed out that the plan does not need approval so action can start immediately |  |
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| **Executive Director Search** | For the new Executive Director search: Feb 4 the committee intends to identify a cohort for Zoom interviews, with goal of hiring someone who can start by Feb 25  
Libbie Buchele asked about hiring company for recruitment, but there is no money to pay for that service |  |
| **5a Discussion Items – Ministerial Vacancies** | *Megan Foley* sees three main options for hiring an associate minister: 1. Permanently hire a new minister this summer 2. Contract minister (any work, any length of time [probably 1-2 years]) 3. Contract minister, but with a clear intention that they could be permanent  
Option three can be messy with transparency; if we go that route, congregation should be informed of the challenge  
*Megan Foley* believes that we are late in the year for getting a permanent hire and not sure ASC has the trust to get the best applicant pool  
Board agreed that it is important to have a permanent minister by the 2021 bicentennial  
*Erika Landberg* feels very strongly that we should hire a contract minister and do a permanent search next year due to everything happening in the church right now  
*Megan Foley* shared that ideally a packet is prepared in November and decisions are made by March/April  
Contract ministers could be found from the “normal” pool or there are other people available anytime. Summer would be doable for a contract minister, but expectations need to be managed e.g. incomplete skillset or not ideal contract length  
*Paula Cole Jones* noted that in 1999 the congregation made a commitment to a multicultural leadership team, which needs to apply to even a short term contract  
Leadership should be transparent about this process and make sure congregation understands challenges of the hiring situation  
Contract ministers are hired by the board, in contrast to called ministers, whom are accountable to the congregation  
*Nadine Ramos* asked if we are considering just UU ministers and if the hiring timeline of non-UU ministers is differs from the timeline used for UU ministers  
*Megan Foley* was unsure of the minister hiring timelines of other denominations noted opening up the applicant pool to non-UUs would increase likelihood of hiring a person of color, but there would be a risk of an accountability situation like the one with Rev. Newman-Moore. However, she mentioned that there are safeguards we could put in place if we went that route.  
*Cheryl Gray* asked if there is a way to have congregation vote on a possible new minister in the way that the choir voted in the music director search, but Megan noted that UUA has found this approach to be divisive for ministerial searches and advised against it | Hold a congregational meeting to discuss the challenges of this hiring process; explain that the most likely option is to hire a contract minister and do a permanent search next fall when the church is not also searching for a new Executive Director; affirm commitment to multicultural hiring practices |
| **5b Future Planning** | The board decided that the work session on February 6th will be devoted to a full discussion of current vacancies and the February 13th meeting will have an updated discussion of the church financial situation. This will include ideas from the Jan 20th discussion and hopefully commitment from congregants to contribute relevant skill sets  
There needs to be a congregational meeting about transparency in hiring process. Megan is willing to speak at this event, and a date will be decided at the February 6 work session  
Esther and Rachel noted that the board is committed to quarterly meetings (next Feb 6 5:30-6:30) with the staff for relationship building |  |
| **5c/d Change audit to every other year / Replace 2018 audit with fiscal management review** | *Tim Rhodes* suggested deferring audit discussions to a future board session |  |
Next board Meeting:  February 13, 2019 Eaton Room 6:30 Potluck, 7:00 Meeting

Respectfully submitted,

Erika Loke
Assistant Secretary
Board of Trustees meeting
January 16, 2018

Agenda

Time      Item
6:30-7:00 Executive session/dinner/social hour/fellowship
7:00-7:05 Chalice Lighting and Reading
7:05-7:10 1. Approval of Agenda
          2. Approval of consent Agenda:
              a. Approval of December Minutes
              b. Approval of Annual meeting Minutes
              c. Acceptance of 2017 Audit
7:10-7:30 4. Action Items
              a. Election of Officers
              b. Democratic Rules of Order
              c. SRI Policy
7:30-8:00 5. Informational Items
              a. Senior Minister
8:00-9:00 6. Discussion Items
              a. Ministerial Vacancies
              b. Future Planning
              c. Change Audit to every other year
              d. Replace 2018 Audit with Fiscal Management Review

Upcoming  February 5, 2019: Work Session-Subject TBD
          February 13, 2019: Next monthly Board Meeting

Keep alert, stand firm in your faith, be courageous, be strong. Let all you do be done in love.
## 2a. Approval of minutes

**Regular Meeting of the All Souls Church Board of Trustees Minutes**

**Dec 10, 2018**

**Draft for Approval**

<table>
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<th>Present:</th>
<th>Staff</th>
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| Board of Trustees  
Tim Rhodes (12/2019)  
Libbie Buchele (12/2021)  
Tehani Collazo (12/2021)  
Cheryl Gray (12/2019)  
Robert Jayes (12/2020)  
Erika Landberg (12/2019)  
Nadine Ramos (12/2021)  
John Schuettinger (12/2020)  
Esther Strongman (12/2020) | Rev. Rob Hardies, Senior Minister  
Rachel Pfeffer, Interim Executive Director |
| Officers of the Church  
Mark Regulinski, Treasurer (12/2019)  
Carrie Davidson, Secretary (12/2019) | Absent:  
Officers of the Church  
Jennifer Bruneau, Membership Secretary (12/2019)  
Mike Hill, Moderator (12/2019)  
Erika Loke, Assistant Secretary (12/2019) |
| Others Present:  
Carolyn Davies, Church Member  
Jalisa Whitley, Beckner Fund Program Manager | |

### Agenda

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| **Chalice Lighting**  
1. | **Convening of Meeting**  
**Carrie Davidson, Secretary**, called the meeting to order consistent with Article VIII, Section 2 of the church bylaws. Everyone was invited to introduce themselves, including how long they'd been a member of the church and past involvement with the church.  
**Tim Rhodes, President** – Tim joined All Souls Church (ASC) in 1982. In the early 1980’s, Tim served on the Board of Trustees as an Assistant Secretary and Secretary. He left ASC for a while and returned in the early 2000’s. He is currently active in the music program. He is looking forward to retirement in Aug 2019 as a district judge.  
**Bob James, Trustee** – Bob has been a member since 2011, He sings in the Jubilee Choir and is a hospice and palliative care physician. He and his wife welcomed their first grandson this year.  
**Tehani Collazo, Trustee** - Tehani has been an ASC member since 2010. She has served on various committees, including Beckner, Religious Education, and the Committee on Ministry. She oversees early childhood education for DC Public Schools.  
**John Schuettinger, Trustee** – John has been a member since ____ . He has served on the Lunch and Religious Education Committees and helped organize the Pirate Auction. He and his wife Danielle have 2 boys, aged 3 and 6. He is an analyst for federal insurance programs. | |
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<td><strong>Nadine Ramos, Trustee</strong> – Nadine has been a member since 2011. She has been a Worship Associate and is an active member of ADORE, A Dialogue on Race and Ethnicity. She is a veterinarian and works at the FDA reviewing applications for diagnostic instruments.</td>
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<td><strong>Cheryl Gray, Trustee</strong> – Cheryl has been a member since 2010. She was the ASC Treasurer from 2011-2015. She has been a member of the choir since 2010 and is active in her Covenant Group. She recently retired from the World Bank after 35 years of service and continues.</td>
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<td><strong>Erika Landberg, Trustee</strong> – Erika has been an ASC member since 1988. This is her third stint on the board. She served in the 1990’s and was Board President from 2009 and 2010. She is active in ASC’s music ministry and was the ASC Moderator for 4 years.</td>
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<td><strong>Carrie Davidson, Secretary</strong> – Carrie has been an ASC member since 2007. Previously, she served on the Nominating Committee, Lunch Committee, and as an aide de camps for Silver Souls events. She is happy to be serving as Board Secretary.</td>
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<td><strong>Mark Regulinsky, Treasurer</strong> – Mark joined ASC in December 2016. Shortly thereafter he joined the Finance Committee. In 2018, he; became interim treasurer and, in December, was installed as full-time treasurer. He works for the CAFRITZ Foundation,</td>
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<td><strong>Rachel Pfeffer, Interim Executive Director</strong> – Rachel is the church’s interim Executive Director.</td>
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<td><strong>Esther Strongman, Trustee</strong> – Esther joined ASC in 1978 and joined the Jubilee Singers and taught Religious Education a few years before that. She retired several years ago as a Human Resources Manager for Prince George’s County.</td>
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<td><strong>Libbie Buchele, Trustee</strong> – Libbie has been a member of ASC since 1996. She has chaired at least one Auction Committee, Weekend on the Bay Committees, and Worship Associates. She has been an RE Teacher, a mentor in the Coming of Age Program, was on the Search Committee for Rob, and is a founding member of the Reeb Voting Project. She and husband Eric have twin 13-year old boys and a daughter. She is a program officer in the Office of Civil Rights at the U.S. Department of Health and Human Services.</td>
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<td><strong>Tim Rhodes</strong> asked for a motion to approve the appointments of Neil Manzullo and Jen Vanmeter to the Leadership Development and Nominating Committee. (Their statements of interest were provided.)</td>
<td>By consent, the nominations of Neil Manzullo and Jen Vanmeter to the Leadership Development and Nominating Committee were Approved.</td>
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<td>LDNC Report</td>
<td>All of the vacancies on the 15 member LDNC have been filled.</td>
<td>Confirm -- who reported?</td>
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| 5      | Search for a new Executive Director       | **Tim Rhodes** and **Esther Strongman** reported that the Executive Director (ED) search had been reopened. The Search Committee selected 7 candidates from 33 applicants for webex interviews and 3 of the 7 for in-person interviews. Rob Hardies also interviewed each one in-person. However, search committee members (Esther Strongman, Tim Rhodes, Tracy Zorpette, Georgia Yuan) unanimously, concluded that none of the candidates would be a good fit. Each of the 3 candidates had strengths, but each had something missing that made them less than a perfect fit. 
**Discussion:**
Has the vacancy announcement been modified to reflect lessons learned from the first round of interviews?  
Yes.
If the person hired is also a minister, what percentage of their duties would be ministerial?  
10 percent
**Libbie Buechele** noted that to thrive in the position, the invididual will need to set forth a strategic plan, hold the church accountable for achieving it, get the air conditioning fixed, and have been successful in managing human resources and operations.                                                                                                                                                                                                 | No action.                                         |
| 6.     | Senior Minister Report                    | **Rob Hardies, Senior Minister** provided the **Senior Minister’s Report**. Priorities for the first half of the year:  
- Build strong supportive relationships among the church’s leadership team.  
- Hire and integrate potentially two new staff, including an Executive Director and a second minister. The Board will need to work fast in 2019 if the church will have a second interim minister by the time Revs. Parker and Braxton lead.  
- Digest and implement the work of the 8th Principle Task Force.                                                                                                                                                                                                                   | No action.                                         |
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<td>7.</td>
<td>Executive Director's Report (EDR): Board Meeting</td>
<td><strong>Rachel Pfeffer</strong> requested that the Board Secretary include the reports of the <strong>Treasurer, Executive Director, and Senior Minister</strong> in the official minutes to increase transparency and communication with the congregation. <strong>Discussion:</strong> The Secretary agreed that this was important and that these would be included in the minutes from now on.</td>
<td>No action.</td>
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| 8.     | EDR: Personnel Policy | **Rachel Pfeffer** said she would like to work with the BOT to address the following:  
- A review of the Terms of Reference for the Personnel Committee  
- A review of the division of labor and overlap between the Executive Director and Senior Minister  
- Ideas for how to develop a high trust environment between the Executive Director and the Senior Minister  
- Clarity around the nature and frequency of check-ins with the Senior Minister  
- Updating the personnel policy guide for the Board’s approval in January | No action. |
| 9.     | EDR: Finance | **Rachel Pfeffer** also cited 4 other action items for the Board to be aware of:  
- Updating the Terms of Reference for the Treasurer, Assistant Treasurer, and Finance Policy Manual  
- The Finance Policy and Procedures Guide needs to be updated to reflect the actual operations and controls configuration of 3 finance committees to create a more streamlined and productive structure.  
- The need to hire a Financial Controller to reconfigure the church’s finance team. | No action. |
<p>| 10.    | EDR: Committee Structure | <strong>Rachel Pfeffer</strong> suggested that the board review and reinvent the concept of Board Committees and Board Contact responsibilities for all BOT committees. A Building and Grounds Committee is needed to address the HVAC issues and windows in both the Sanctuary and Pierce Hall, the steeple, and the leak in the courtyard. The Church needs a Fundraising/Fund Development Committee for operations and another for the building to address its needs. <strong>Cheryl Gray</strong> offered to work with Rachel on the committee structure issues. | No action. |</p>
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| 10a    | EDR: Paid-time off for part-time employees | Rachel Pfeffer requested that the Board extend paid time-off (PTO) to hourly non-exempt workers with at least 20 scheduled hours per week on a pro-rata basis to what full-time employees earn. In the first year of employment, hourly non-exempt workers with at least 20 scheduled hours per week will be advanced one-half of their PTO after the first 90 days of employment. Estimated Cost: $3,000 for the 4 hourly non-exempt workers who are scheduled to work, more or less, 20 hours per week.  
**Discussion:** Cheryl Gray expressed concern about adding more spending to a budget that is already highly optimistic. She noted that the church's financial situation looks particularly challenging this year, moreso than in the years when she was Treasurer. She also noted that she had quite a bit of experience with part-time contracts that paid on an hourly basis, and paid time off was never given or expected. She also expressed concern about making changes in policy before a permanent Executive Director is in place. | John Schuettinger moved and it was seconded. [7 Yeas; 1 Nays; 1 Abstention]  
**Approved.** |
| 11a.   | EDR: Policy and Practice: Health benefits for part-time employees | Rachel Pfeffer requested that the Board change the current policy regarding health benefits for staff working 20 hours weekly (pro-rata) to the current practice (90 percent).  
**Discussion:** In 2016, the Board adopted a change from no health benefits for staff working 20 hours weekly to offering a pro-rated share of the cost of health care premiums. However, a 90 percent premium cost sharing was instituted in violation of the Board’s decision.  
The board decided to take up this matter at the retreat. | No action |
| 11b.   | EDR: IRAF Guidelines | Rachel Pfeffer requested that the board determine fund transfer guidelines for the transfer of funds from the Social Justice line item in the church budget to the Immigration Refugee Assistance Fund (IRAF). Rob Keithen would like to maintain a balance of $5,000 in the fund. It’s used to support financial assistance to immigrants. (See attached guidelines). The IRAF was initially funded by the Beckner Fund in 2018 and received $3,798 from a June 2018 plate collection. Recently, with the consent of an advisory group, Rob Keithen reclassified $1,000 from his operating budget to IRAF.  
**Discussion:** Cheryl Gray suggested that rather than allowing the transfer of funds, that IRAF become a line item in the budget. | Robert James moved that Rob Keithan can move up to $5,000 for the 2019 budget year only from the Social Justice line to the IRAF line. It was seconded. [7 Yeas; 0 Nays; 2 Abstentions]  
**Approved.** |
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<td><strong>Mark Rugilinski</strong> raised a philosophical question. If we want the church to be a fundraising organization, we should be writing grant proposals to grant-making foundations. He encouraged the Board to think about the missions we have that would be capable of receiving non-religious funding from other grant-making institutions.</td>
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<td><strong>Bob James</strong> suggested making the IRAF a line item in future budgets, but in the meantime, this request doesn’t add to our expenses. In fact this is about lay people performing mission important work.</td>
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<td><strong>Nadine Ramos</strong> said that is was not clear to her that there was a gap to be filled since commitments have yet to be made and they still have $4,000.</td>
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<td><strong>Rachel Pfeffer</strong> said that the IRAF Council has an idea of what commitments they’d like to fill.</td>
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<td><strong>Esther Strongman</strong> asked if the proposal applied just to the Social Justice Committee? <strong>Rachel Pfeffer</strong> recommended that the board allow all groups/departments funded by the church be allowed to allocate 5 percent of their budget to outside people and organizations.</td>
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<td><strong>Libbie Buchele</strong> – The Reeb Voting Project (RVP) was originally funded with Social Justice line item funds until it got a grant. At that point, the money may dry up. Does the staff (?) have financial mechanisms to institute that kind of flexibility?</td>
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<td><strong>Rob Hardies</strong> - Staff would have to do that through the budgeting process.</td>
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<td>12.</td>
<td><strong>EDR: ASC Website</strong></td>
<td><strong>Rachel Pfeffer</strong> is requested a restricted grant from the General Endowment Fund for $10,000 to finance a revamped church website. Rachel also submitted a proposal to the Beckner Fund for $10,000. Other requests were submitted to the stewards of the A. Powell Davies Trust, RE Endowment, and General Endowment. The A. Powell Davies Trust awarded $6,000 toward the project, but the Beckner Fund said that she should take the proposal before the BOT first. The total cost of the project is $20,000, the low end of what new websites cost. Our current website is not optimized for mobile apps and doesn’t allow volunteers to edit it. <strong>Cheryl Gray and Esther Strongman</strong> both felt that the budget could not support such a request. <strong>Tehani Collazo</strong> expressed hesitancy at tapping into the general endowment, even though it earned quite a bit in 2018 and only about 1/3 of the funds were taken out for operating expenses. <strong>Cheryl Gray</strong> proposed that Beckner be asked for $14,000 on top of the $6,000 from A. Powell Davies</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td><strong>Esther Strongman</strong> moved and it was seconded that the Board give Rachel a letter of support for her Beckner request. [8 Yea; 0 Nays; 1 Abstained]</td>
<td></td>
</tr>
<tr>
<td>Agenda</td>
<td>Topic</td>
<td>Discussion</td>
<td>Decisions Made</td>
</tr>
<tr>
<td>--------</td>
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</tr>
</tbody>
</table>
| 13.    | Board Retreat | **Rob Hardies** expressed appreciation for the Board members and was looking forward to the Board retreat on January 11-12. He noted that it is an important time of year in terms of the church budget. Many people wait to fulfill their pledges until the end of the year. As he stated earlier, his priorities are focused on filling the open ministerial position in light of the Braxton and Parker departures as well as integrating the new Executive Director and new minister. The Committee on Ministry and Transformation Team also want to weigh in on those. Rob will meet with Megan Foley, the UUA’s Central East Regional Lead for Congregational Life on January 16 to discuss options for an interim minister. It's too late in the search cycle to call a permanent minister by the summer. The time to start our search will be after April.

The retreat will start Friday evening at 6:30 Jan 11 and will end that evening at 9:00. Saturday, the retreat will run from 9:00 - 3:00 in the afternoon. It will be held at the church. Georgia Yuan offered to facilitate the retreat. There was discussion about holding it at an offsite, but most were not interested. Andy Davis, a strategic planning consultant and member of the church, also offered to give the board 1 hour.

Invitees include trustees, the Executive Director and the Senior Minister. Chairs of the Transformation Team will not be invited to this session. Normally, there are no votes at the retreat.

John Schuettinger, Erika Landberg, Rob Hardies, and Georgia Yuan will plan the agenda. | No action taken. |

| 14.    | Calendar | The 2018-2019 calendar was sent out to everyone | No action taken. |
| 15.    | Ad Hoc | Board resolved that Thurman Rhodes and Mark Rugilinski are authorized signatures for the church’s 2 banks and 4 investment accounts. | Resolution Approved |

### 2b. Approval of Annual Meeting Minutes

DRAFT 2018_12_15

**ALL SOULS CHURCH, UNITARIAN**

**MINUTES OF ANNUAL MEETING**

December 4, 2018

*I'll Stand by You* by The Pretenders

Performed by Jen Hayman and Gordon Kent

*We Must Be Saved* by Reinhold Niebuhr

Responsive reading led by Rev. Rob Hardies

The meeting was called to order at 1:15 pm by Brenda Baron, Co-Moderator

**PROCEEDINGS**
Meeting Administration.

1. Confirmation of Quorum was announced by Jennifer Breneau, Membership Secretary.
2. a. Presentation of Agreements & Agenda was conducted by Brenda Baron, Co-Moderator.
2. b. There were no comments/discussion for additions.
2. c. The motion to approve the Agreements and Agenda was made and seconded. Both were approved by unanimous voice vote.
3. Brenda Baron introduced Brian Marshall, Parliamentarian, Dory Phelps, Time Keeper, and Fran Jackson, Secretary.
4. Jennifer Breneau, Membership Secretary, presented the Membership Secretary's Report. The total membership for 2018 is 1,387 with 73 of them being new members. There were 120 who resigned, moved, or were, in some cases, removed after a review of the pertinent dates. Eleven deaths occurred within the church membership this past year.
5. There were no comments/discussion regarding adjustments to the minutes of the 2017 Annual Meeting.
6. The motion was made and seconded to approve the Minutes for the 2017 Annual Meeting. The minutes were approved unanimously by voice vote.

A Transformative Context
Paula Cole Jones presented a brief History of All Souls Church’s transition and beginning of transformation as outlined in the slide presentation.

Board President’s Report and Bylaws Vote

1. Tim Rhodes, Board President, noted that the Board started their year with a retreat lead by Rev. David Pyle, the UUA Congregational Life Consultant, to learn the basics of the governing structure (Policy Governance) of All Souls and to define and begin to practice the culture of working together as a board. Throughout the year the Board took significant actions including signing a MOU with David Pyle to review the church’s governance structure, initiating Senior Minister evaluation process, approving the Interim Executive Director, appointing Ken Ambrose and Paula Cole Jones as co-chairs of the Transformation Team, approving the final recommendations of UUA Consultant David Pyle, and in 2019 will be proceeding with implementing those recommendations with congregational input and approval as required.

2. Jenice View presented the Executive Director/Executive Minister Update. With input from the Board of Trustees, Transition Team, staff and the Interim Executive Director, the search committee developed a job description. Of the 33 applications, there were ten applicants who met the baseline requirements; six were interviewed via video; and three were then interviewed with face-to-face meetings. Considering the needs of the church, the committee decided to reopen the search with a target hiring date in mid-February. Rachel Pfeffer, Interim Executive Director, has agreed to stay until the end of February.

3. Tim Rhodes explained the bylaw change proposed in David Pyle’s Recommendation #3. The Board unanimously passed a motion to delete the second sentence in Article IX Section 2 and delete all of Section 3. The recommended deletions are italicized and struck through in the following:

   **Section 2. The staff of the Church shall be composed of the Senior Minister and such other employees authorized in the budget as may be necessary to manage the Church.** Subject to Board approved policies, the Senior Minister shall be responsible for the retention and supervision of all staff.

   **Section 3. The Senior Minister shall chair an Executive Team composed of the Senior Minister and other senior staff and/or lay leaders designated by the Board of Trustees and the Senior Minister. Operating under policies established by the Board and available for inspection by the congregation, the Executive Team shall oversee all staff and, in a spirit of shared ministry, shall coordinate the implementation of the Church’s policies as delegated by the Board of Trustees.**

4. Congregational Comments/Questions: In response to congregational concerns about transparency, salaries vs. responsibilities, and Board policies vs. bylaws, Tim Rhodes and Tracy Zorpette, outgoing Trustee who served on the Personnel Committee had the following explanations. Tim explained that the Executive Director will primarily be responsible for the day to day operations of the Church and the Senior Minister will be responsible for the Ministerial Staff responsible for the worship/counseling services. Tim has had conversations with several other churches who have had this structure and the Board will continue to have these discussions with churches with this experience. He also stated that the Transition Team will be working with the Governance Committee to help develop accountability and transparency.

   A motion was made and seconded to extend discussion by six minutes to allow the three people in line to speak for two minutes each. The motion was unanimously approved by voice vote.

   Tracy Zorpette, outgoing Trustee, pointed out that policy does not belong in the bylaws. The minimum structure created by the bylaws allows for more flexibility in setting policy. Guiding policy is the role of the Board. Personnel Committee did extensive research locally and reviewed UUA guidelines. The current Interim Executive Director is working without benefits and therefore could have a higher salary than the one proposed for the incoming Executive Director.

5. The motion was made and seconded to delete the second sentence in Article IX Section 2 and all of Section 3. The motion was approved unanimously by voice vote.
6. The Board recommended the ordination of Norman Allen. Judith Bauer gave a description of Norman Allen’s impressive background. Sherry Gilbert praised the sermons she had heard him deliver at All Souls. Rev. Parker described the very strenuous and lengthy process which Norman had to go through to get to this point.

7. The motion was made and seconded to approve the ordination of Norman Allen. The congregation unanimously approved by voice vote.

Trustees and Officers Election

1. Tim Rhodes commended the service and contributions of outgoing Trustees Tracy Zorpetto, Georgia Yuen, Anne Bradley, Russell Cross, and Patricia Lambert, Co-Moderators Brenda Baron and Paree Roper, Secretary Fran Jackson, and John Crowe. Rob Hardies presented new hymnals with a dedication to each to be placed in the sanctuary for use in future services.

2. The report from the 2018 Leadership Development and Nominating Committee was presented by Myra Hermann. The LDNC recommended the following candidates:

   Libby Buchele, Tehani Collazo, and Nadine Ramos for 3-year terms on the Board of Trustees; Carrie Davidson for Board Secretary; Mike Hill for Moderator; Mark Regulinski for Treasurer; and Jen Bruneau for Membership Secretary.

3. Myra Hermann introduced the Board candidates who each spoke of their inspiration/interest/commitment to serving as a Trustee.

4. Additional recommendations from the floor were necessary to nominate Cheryl Gray and Erika Landberg for 1-year terms on the Board of Trustees because those vacancies occurred after the deadline for the Leadership Development and Nominating Committee to make their recommendations. The motion was made, seconded three times, and passed unanimously by voice vote to nominate Cheryl Gray and Erika Landberg to 1-year terms as Trustees.

A motion was proposed to nominate Erika Loke as Assistant Secretary. The motion was seconded three times and passed by unanimous voice vote.

5. There was a brief congregational discussion of the duties of Assistant Secretary and Assistant Treasurer.

6. The motion to elect the current slate of officers was made, seconded, and passed unanimously by voice vote.

Leadership Development and Nominating Committee Members Election

1. The Leadership Development and Nominating Committee proposed the elections of Tom Fox and Rahima Rice to the committee. A motion was made, seconded three times, and passed unanimously by voice vote to nominate Alice Goldberg as a member for the LDNC also.

2. There was no congregational discussion.

3. A motion to elect Tom Fox, Rahima Rice, and Alice Goldberg to the LDNC was made, seconded, and passed unanimously by voice vote.

Financial Report

1. Treasurer’s Report.

Jen Bruneau, Membership Secretary, announced that the required quorum was present.

Mark Regulinski, Treasurer, reminded the congregants that there was not time at this meeting to review the budget by line item, but he invited anyone who would like to do so to contact himself or Rachel Pfeffer to schedule a meeting. Mark made clear that the proposed 2019 budget was developed without a tenant’s rental income, and that finding a new tenant, who can pay the rent and shares our values, was a priority. He highlighted several ways in which the Board and the congregation could move forward with development initiatives. He made it clear that the Board would have the challenge of raising additional funds or making reductions if the projected income fell short. Staffing cannot be filled until the church has a tenant. Currently, the Third Century Campaign has $800,000 towards its $1,300,000 goal and has $500,000 to go.

2. Congregational Discussion. Responding to a question about the restoration of the church steeple, Mark shared that estimates project a seven-digit budget to do so. The Board was considering plans to reinvigorate contributions to the capital fund and to seek the possibilities of a grant.

The motion was made and seconded to extend the discussion by six minutes to allow three more people in line to speak two minutes each. The motion was approved unanimously by voice vote.

Anyone with ideas for or interest in renting space was invited to knock on the door of the Interim Executive Director. John Strongman stated that he resigned this past year as Treasurer because he had been excluded from the Board’s discussions which had led to extraordinarily high legal expenses.
3. The motion to accept the Treasurer’s report and the proposed 2019 budget was made, seconded, and approved unanimously by voice vote.

**Beckner Fund Report**

Craig Dylan Wyatt, Co-Chair Beckner Advancement Fund, reported that Jalisa Whitley had been hired as Program Officer and that the fund had actively invited proposals to be presented for consideration this past year.

The opening responsive reading, *We Must Be Saved*, was recited as the closing prayer led by Rev. Rob Hardies.

A motion to adjourn the Annual Meeting was made, seconded and passed unanimously by voice vote at 3:50 pm.

Respectfully submitted,

Fran Jackson, 2018 Board Secretary

**4c. SRI Policy**

The following is an amended version of Section 7 of the Investment Policy, which concerns Socially Responsible Investments:

7. The three different strategies of socially responsible investing (Community Investing, Shareholder Advocacy, Stock Screening) are to be incorporated into appropriate asset class categories as described in the Socially Responsible Investment (SRI) Policy (Appendix #).

**APPENDIX #: ASC SOCIALLY RESPONSIBLE INVESTMENT (SRI) POLICY**

Socially Responsible Investing (SRI), also known as Environment, Social, and Governance (ESG) investing, means ensuring that our investments are aligned with our values. It is a meaningful practice for individuals and for faith communities. Conventional wisdom suggests that investing responsibly is detrimental to returns. However, research shows that SRI is compatible with strong and even superior financial performance. The UUA is a pioneer in SRI—a movement that is growing in reach, sophistication, and impact. As a flagship UU congregation, ASC can and should play a vital role in continuing and expanding the UUA’s leadership in SRI/ESG investing.

While screening out investments in companies causing harm to health, human rights, racial and social justice, or our environment is certainly a cornerstone strategy, SRI/ESG employs a wide range of proactive strategies, including providing financing to economically disadvantaged communities, rewarding companies that perform better on ESG criteria, and engaging with corporate decision makers to improve policies, practices and outcomes.

**a. Community Investing**

The Investment Committee shall recommend to the Board opportunities to use at least one percent of the total endowment funds for community investments, defined in terms of providing access to capital for low-income entities and individuals in the Washington, DC metropolitan area.

Options for community investment include community development banks, credit unions, loan funds, venture capital funds, micro-enterprise lenders, and other institutions offering investment products that support community development.

The Investment Committee (not the Investment Managers) will be responsible for community investments. The Investment Committee will seek out opportunities to meet the Board’s target for community investing while maintaining its fiduciary responsibility to maintain the value of the endowment. (To distinguish from grants and program funds, community investments are made with the expectation of a positive financial return.)

Where possible, the Investment Committee will endeavor to use matching programs such as the one offered by the UU Common Endowment Fund (UUCEF) to maximize the potential of any investments. Investment decisions will be approved by the Board of Trustees, which will delegate to the Executive Director or other designated church official the responsibility to carry out all relevant transactions and monitor the community investment portfolio.

**b. Shareholder Advocacy**

ASC believes in exercising our rights as a shareholder to promote the values of our UU congregation. Shareholder advocacy may include filing and co-filing shareholder resolutions, voting on issues presented on corporate proxy statements, participating in dialogues with corporate management, and attending corporate annual meetings.

Through the Investment Committee, ASC will engage in shareholder advocacy either independently, using the voice and vote provided by common stock ownership, or in collaboration with other institutions or individuals. Whenever possible, ASC will draw on resources available through the UUA and the Interfaith Center on Corporate Responsibility (ICCR) to amplify our voice, facilitate our involvement in shareholder campaigns, and maximize the impact of our advocacy.
The Investment Committee will communicate with the congregation about shareholder advocacy that ASC is undertaking directly and through the UUA, and encourage supportive actions by congregants and social justice committees (e.g., letter writing campaigns to corporate management, voting proxies as shareholders, social media campaigns, and others).

c. Investment Screening

Investment screening is the practice of excluding investments from portfolios based on social, environmental, and governance criteria. It also includes selecting investments and weighting portfolios toward companies that perform better on these criteria. ASC endeavors to align our investments with the values of our UU congregation, drawing on the expertise and resources of the UUA where possible.

The Investment Committee will develop and recommend for Board approval a set of criteria that reflect ASC’s values on social, environmental, and governance issues. These criteria would largely follow the Socially Responsible Investment Guidelines of the UUCEF, as modified from time to time to reflect ASC congregational concerns and the Investment Committee’s recommendations. The committee will regularly review ASC’s portfolio against these Board-approved criteria, apply positive and negative screening to the extent possible based on the criteria, engage with investment managers regarding the alignment of ASC’s holdings with the criteria, and periodically propose updates to the criteria.

PROPOSED ADDITION TO THE INVESTMENT COMMITTEE TERMS OF REFERENCE (SECTION TITLE: REPORTS)

In addition to reporting annually to the Board and to the Church membership at the Annual Meeting, the Investment Committee shall hold an open meeting with the congregation once a year to discuss and gather input on implementation of the Socially Responsible Investing Policy. Congregants shall have the opportunity to offer suggestions and feedback related to all three SRI strategies—community investing, shareholder advocacy, and investment screening.

5a. Senior Minister’s Report

Senior Minister Report to the Board of Trustees
January 15, 2019

Dear Board Members,

I was grateful to participate with you in our retreat this last weekend. I believe we laid a good foundation for our work in reconciliation, relationship-building and focusing our strategic priorities. It will be important for us to build on this work as we move forward.

As we begin this New Year in a time of transition and transformation, I’ve been trying to keep my own priorities clear. I wanted to share with you what I believe are the highest and best uses of my time in this year:

Maintain quality and consistency of Sunday worship
With lots of change and transition, worship must remain a touchstone for our community. Volunteerism and giving—both of which are key to a successful year—are both highly correlated with Sunday attendance.

Help hire, orient and integrate new senior hires
We will be adding two new senior staff over the next six months, a new Executive Director and another minister. I anticipate spending a good amount of time helping to find, orient and integrate these folks into the existing staff team, while also maintaining a continuity of presence with the staff team.

Build trust and reconciliation
Of all the priorities of the 8th Principle Transformation Team, I believe trust and reconciliation are the areas where I can have the most impact on church health. I will work on my own, and with the Transformation Team’s Trust and Reconciliation Subcommittee to identify and respond to opportunities for relationship-building and reconciliation within the congregation.

I would welcome your feedback on these priorities, as well as any other suggestions you may have.

An update on some of my work since our December meeting:

● I led a busy holiday worship schedule.
I worked with Rachel and Gary to message and implement an end-of-year giving campaign.

I met twice with the 8th Principle Transformation Team leaders to discuss the future of our trust and reconciliation work.

I've held relational meetings with all but one of the incoming board members.

I've participated in a recent staff holiday gathering and our board retreat.

**Board and Officer Commissioning on Sunday January 27** at the second service.

Last year, board members and officers asked to be recognized and commissioned in the context of Sunday worship, much like we do for religious education teachers. Tim and I discussed possible dates and agreed that January 27, which is also the date of the Find Your Ministry Fair, would be a good time to honor you, our highest-ranking lay leaders. Can folks try to be available during the 11:15 service on Sunday January 27? Thanks!

Please be aware that on Saturday I leave for a week-long vacation with my family. I will be out of the country from January 19 through 26.

**5b. Interim Executive Director’s Report**

January 16, 2019

**Interim Executive Director Report for the Board of Trustee Meeting**

**Finance Update:** Financial reports for December/year end will be ready by March (hopefully before). November financials show the same trends we have been watching all year:

- Unanticipated Legal expenses and employee payouts approximately over budget $200,000.
- Pledges and Plate income down $140,000.
- Non-Pledge Contribution (Summer Challenge) $96,000 more than projected.
- Tenant left in July and paid rent and utilities through December.
- It's almost impossible to project a budget on based on pledges. More work needs to be done to steward the pledges so we have a better sense of what is real.

**Fundraising/Stewardship 2019: Fund Development Plan**


All Souls Church Fund Development Plan.

Fiscal Year 2019-2021

Goal: $2.4 M-3M

A Path Forward: Before you present an annual budget, I recommend creating a Fund Development Plan. Call it a Generosity Plan a Stewardship Plan... we need a plan.

Below are some examples of how to fill-in a plan with activities.

$$1.3 Million in Pledges: It is challenging to project a budget on pledges. If we segmented the pledgers and non-pledgers (and segmented the pledgers into smaller groups) and assigned an ad hoc gratitude team each year to have events/conversations with each segmented group with the goal of talking to the entire congregation every 3 years, we would have a better idea of pledge projections and be more successful at increasing pledges.

Possible Activities:

1st Quarter, Hire Fund Development Contractor to work with ED/Senior Minister to Develop Plan
2nd and 3rd Quarter: Special efforts to reach out to Family Pledgers with Children in RE. and non-pledgers/new members.

3rd and 4th Quarter: Evaluate pledge segmentation to evaluate pledge segmentation and either continue or re-imagine the pledge segmentation fund development effort for 2020 budget projects.

$100,000 in Committee and Program Contributions: 1st Quarter Meet with Church Council and staff to imagine, vision and create a communal fundraising plan bringing in $25,000 per quarter.

$97,000: 2nd Quarter: Reinvigorate TCC Pledges for 2019 ($97,000 budget) to cover the cost of principle and interest in 2019. BOT,

Activities: Fund Development contractor to contact TCC pledgers from 2011- 2019 with special focus on new members 2016-2019.

$330,000: Activities: Tenant? Socially Responsible Businesses?

$200,000 in Non-Pledge Contributions: Activities:

2nd Quarter: Summer Challenge: Identify congregants who will seed the Challenge.

2nd Quarter: Memorial Wall

$60,000 in Plate Cash – Activities: Special Offerings minimized in 2019. One special plate: Weekend on the Bay to pay for camperships and children under 12 years old. This year, cost sharing model: children go free and early bird pricing $175/adult (non-camper) for all accommodations.

$75,000 in New Grants. Grants for building preservation planning and capital work on the Steeple. Grants for programs that include communities/people who are not congregants. For example: Immigration Work, ESL, Anti-White Supremacy Conference, Truth and Reconciliation Commission/Conference, Celebration to honor Women of Color into Congress every year.

$30,000 in Fundraising: Activities-Silent auction in the 2nd and 4th quarter including services, marathons/ walkathons.

Staffing Updates: Custodial staff has been reduced due to lack of tenant. While we planned to lay-off one of the full-time custodians- two staff offered to donate 10 hours each to keep them on 20hr/week. The Associate Music and Arts Director interview process has begun with a tentative start date in February. Updated the Personnel Guide including new language on bullying and sexual assault training and reporting was added at the request of our insurance company. Additional 8th principle training/ staff development was added for all full-time staff.

Phone interviews for the ED/EM will begin February 4th followed by in person interviews the week of February 11th. New ED will begin February 25/26th. IED will leave February 28th

Transition includes: 2-3 days of downloading with one BOT member present.

I am working with one of the recent ED candidates who was interested in doing fund development consulting. He will be attending the January 20th brainstorming session. Interviewing other candidates for this contractor position as well.

Facility Updates: HVAC total replacement in the Sanctuary: Work will need to commence in the Spring 2019. Possible HVAC addition in the Sanctuary. Solomon and I are working on bringing together the right contractors for the right price. Cost Projected at $250,000.

Courtyard drainage issue be addressed again. Working with Solomon and Jen Bruneau who is a water engineer to solve the leakage issue.

New software for front door camera and bell being installed in January

2nd Boiler system being repaired in January with new pipe and gasket. ASC has two boiler systems and since the end of 2017 one of the systems has not been working.

Collaborative Leadership Updates: Rob and I continue to meet with Tim Rhodes monthly to discuss division of labor, strategy and policies that the ED/Senior Minister Collaborate on. Rob and I will meet weekly to plan and review the week’s work, staff, staff development, finances, and conflict that has not been addressed. We will be inviting staff to attend these meetings to address any thing they would like us to consider collaboratively and to model collaborative leadership.
### Ordinary Income/Expense

#### Income

<table>
<thead>
<tr>
<th>Description</th>
<th>Jan - Nov 18</th>
<th>YTD Budget</th>
<th>Annual Budget</th>
<th>% of Annual</th>
<th>Jan - Nov 17</th>
</tr>
</thead>
<tbody>
<tr>
<td>4000 · Core Donations</td>
<td>1,210,543.57</td>
<td>1,375,000.01</td>
<td>1,500,000.00</td>
<td>80.70%</td>
<td>1,202,245.44</td>
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<tr>
<td>4100 · Contributions</td>
<td>17,232.67</td>
<td>44,916.66</td>
<td>49,000.00</td>
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<tr>
<td>4300 · Investment Income</td>
<td>105,879.95</td>
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<td>95,900.00</td>
<td>110.41%</td>
<td>96,232.11</td>
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<tr>
<td>4400 · Facilities Usage</td>
<td>341,551.29</td>
<td>344,531.00</td>
<td>375,852.00</td>
<td>90.87%</td>
<td>300,919.92</td>
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<tr>
<td>4500 · Core Program Revenues</td>
<td>8,416.96</td>
<td>16,958.32</td>
<td>18,500.00</td>
<td>45.50%</td>
<td>20,147.11</td>
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<td>4600 · Other Program/Committee Revenue</td>
<td>42,694.11</td>
<td>55,201.67</td>
<td>60,220.00</td>
<td>70.90%</td>
<td>56,900.80</td>
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<td>4700 · Fundraisers</td>
<td>17,311.20</td>
<td>60,793.34</td>
<td>66,320.00</td>
<td>26.10%</td>
<td>27,069.00</td>
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<td>4800 · Grant Revenue</td>
<td>8,674.58</td>
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<td>30,414.00</td>
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<td>4900 · Intra-Fund Transfers</td>
<td>103,162.00</td>
<td>94,564.79</td>
<td>103,161.60</td>
<td>100.00%</td>
<td>114,467.00</td>
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<td><strong>Total Income</strong></td>
<td>1,855,466.33</td>
<td>2,107,753.63</td>
<td>2,299,367.60</td>
<td></td>
<td>1,906,123.36</td>
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</table>

#### Gross Profit

- **Jan - Nov 18**: 1,855,466.33
- **YTD Budget**: 2,107,753.63
- **Annual Budget**: 2,299,367.60
- **% of Annual**: 100.00%
- **Jan - Nov 17**: 1,906,123.36

#### Expense

<table>
<thead>
<tr>
<th>Description</th>
<th>Jan - Nov 18</th>
<th>YTD Budget</th>
<th>Annual Budget</th>
<th>% of Annual</th>
<th>Jan - Nov 17</th>
</tr>
</thead>
<tbody>
<tr>
<td>5000 · Personnel</td>
<td>1,266,658.80</td>
<td>1,221,323.95</td>
<td>1,332,353.30</td>
<td>95.07%</td>
<td>1,106,513.53</td>
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<tr>
<td>6000 · Building Expenses</td>
<td>150,355.20</td>
<td>223,771.17</td>
<td>244,114.00</td>
<td>61.59%</td>
<td>245,287.33</td>
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<td>6500 · Operating Expenses</td>
<td>297,874.84</td>
<td>207,031.92</td>
<td>225,853.00</td>
<td>131.89%</td>
<td>230,477.79</td>
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<td>6800 · Denominational Support</td>
<td>30,000.00</td>
<td>55,000.00</td>
<td>60,000.00</td>
<td>50.00%</td>
<td>51,440.00</td>
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<td>7000 · Core Program Expenses</td>
<td>97,049.65</td>
<td>160,022.50</td>
<td>174,570.00</td>
<td>55.59%</td>
<td>145,741.24</td>
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<tr>
<td>8100 · Other Programs/Activities Exp</td>
<td>76,942.02</td>
<td>75,579.16</td>
<td>82,450.00</td>
<td>93.32%</td>
<td>59,369.64</td>
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<tr>
<td>8600 · Fundraising Expenses</td>
<td>2,582.37</td>
<td>27,346.93</td>
<td>29,833.00</td>
<td>8.66%</td>
<td>5,616.38</td>
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<tr>
<td>9808 · Capital Reserve</td>
<td>45,833.35</td>
<td>45,833.33</td>
<td>50,000.00</td>
<td>91.67%</td>
<td>25,000.00</td>
</tr>
<tr>
<td>9800 · Third Century Campaign</td>
<td>61,667.41</td>
<td>89,494.17</td>
<td>97,630.00</td>
<td>63.16%</td>
<td>58,423.74</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td>2,028,963.64</td>
<td>2,105,403.13</td>
<td>2,296,803.30</td>
<td></td>
<td>1,927,869.65</td>
</tr>
</tbody>
</table>

#### Net Ordinary Income

- **Jan - Nov 18**: -173,497.31
- **YTD Budget**: 2,350.50
- **Annual Budget**: 2,564.30
- **% of Annual**: -21,746.29
- **Jan - Nov 17**: -21,746.29

#### Net Income

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