Regular Meeting of the All Souls Church Board of Trustees
Minutes
Feb 13, 2019
Final

Trustees Present:
Tim Rhodes (12/2019)
Libbie Buchele (12/2021)
Tehani Collazo (12/2021)
Robert Jayes (12/2020)
Erika Landberg (12/2019)
Nadine Ramos (12/2021)
John Schuettinger (12/2020)
Esther Strongman (12/2020)

Officers Present:
Mike Hill, Moderator (12/2019)
Carrie Davidson, Secretary (12/2019)

Staff Present:
Rev. Rob Hardies, Senior Minister
Rachel Pfeffer, Interim Executive Director
Lisa Grayson, Financial Controller

BOT/Officers Absent:
Cheryl Gray (12/2019)
Mark Regulinski, Treasurer (12/2019)
Erika Loke, Assistant Secretary (12/2019)
Jennifer Bruneau, Membership Secretary (12/2019)

Others Present:
Members of the Transformation Team's Governance Workgroup:
   Craig Dylan-Wyatt
   Julia Sayles
   Pam Sparr
   Cathy Tortorici
   Paula Shoecraft
   Susan Rogers
   Steve Newburg-Rinn
   Neil Manzullo
   Michael Lemon

Chalice Lighting
Bob Jayes started the meeting with a reading.

1. Approval of the Agenda
John Schuetttinger moved that the meeting’s agenda be approved. It was seconded and unanimously approved.

2. Approval of the Consent Agenda
Bob Jayes moved to approve and consent agenda. It was seconded and unanimously approved.

Items on the consent agenda were the following:
   a. December 2018 and January 2019 minutes
   b. Change ASC financial audit cycle to every other year with Financial Management Reviews in between audits
   c. Change ASC fiscal year from Jan-Dec to July-June, beginning in 2020
   d. Approve simplified communication plan (attached)
   e. Approve the addition of Macani Toungara’s to the Committee on Right Relations.
      (Statement of Interest attached.)

3a. Approval of Executive Direction Selection
The Executive Director Search Committee recommends that the Board issue an offer letter to hire Traci L. Hughes, Esq. as the ASC Executive Director. (Resume attached.) She was interviewed by the Board, staff, and the Senior Minister last Monday and Tuesday. She was everyone’s first choice. She has accepted the position and will be introduced to the congregation on March 3. Her official first day will be March 4. Rachel Pfeffer will spend three days orienting her and then her contract will end.

Tim Rhodes thanked the Committee, chaired by Jeniece View, for their hard work and dedication. Tim also extended his gratitude to Rachel for her energy and commitment to improving the church’s operations during her tenure here. She brought so much to the church in the short time she was here and it is much appreciated. Those in the room gave her a round of applause.

Tehani Collazo moved to hire Traci L. Hughes as the new ASC Executive Director. It was seconded and unanimously approved.

3b. Shively Fund Refinance Proposal
Rachel Pfeffer proposed that the Board refinance the outstanding Shively Fund loan of $130,000 and borrow up to an additional $250,000 to pay for a new HVAC system for the sanctuary. The terms of the repayment would remain the same ($5,000 annually). When the church is in a better financial position, the annual payment will increase. Any funds not used in the project will be returned to the Shiveley Fund. The fund’s value as of 12/31/2018 was $805,529. (Proposal attached). Pierce Hall is not included in the proposal.

Libbie Buchele was concerned that not developing a plan to add air conditioning to Pierce Hall meant forgoing a potential major revenue-generating source at a time when the church could use the revenue. However, she did not wish to delay the HVAC replacement either. Libbie
moved to approve the refinancing of the Shively Fund loan for up to $250,000 to the loan, but also to include up to an additional $54,000 for an engineering study of both the sanctuary and Pierce Hall, so that if in the future air conditioning is added, the process can move more quickly. It was seconded and unanimously approved.

3c. Board Pledge Team
Rachel Pfeffer reported that the number of pledge units is down 241 from 1 year ago. The church had a deficit of $12,000 in January and will most likely run a deficit in February. The longer this goes on, the harder it will be to dig out. While some of the reason is the circumstances around Rev. Susan Newman-Moore’s departure, there wasn’t an in-person pledge drive last year and the new tax law placed a limit on the tax deduction for charitable giving. Rachel is suggesting that the Board form an ad hoc group to connect with these 241 individuals, couples, and families in the next 4 weeks to discuss their relationship with All Souls and their willingness to make a pledge in 2019. The Board may want to add other church leaders to the group that make the calls, but Board members should definitely be making calls.

Each board member reacted to the proposal. All of them agreed that the calls would be a chance to build connections, but that it can’t be achieved in 4 weeks. Also, the effort ought to be coordinated with the Transformation Team’s working group on Trust and Reconciliation whose members have been reaching out to persons who left the church due to the circumstances around Rev. Newman-Moore’s departure.

Erika Landberg agreed to contact the past 12 Board presidents who are still members of the church to help with this effort. Other board members agreed to ask other church leaders to assist in the effort. There will be a training for those reaching out as soon as possible.

Esther Strongman suggested that the group also contact the new members who have not pledged.

Pam Sparr mentioned that the Trust and Reconciliation Committee of the Transformation Team had made pledges of confidentiality to the persons they have contacted, which may make it difficult to coordinate on calling. The logistics will have to be worked out, but perhaps something can be figured out without breaking their confidence so that you don’t call folks who are not coming back.

Craig Dylan-Wyatt urged the group to coordinate with Pastoral Care so as not to ask people who are in financial straits or under some other major stress for a pledge.

Libbie Buchele moved that a) Each member of the Board of Trustees recruit one member in the next week to assist in an effort to reach out to 241 pledge units; b) the team include the church officers; c) the calls start with those who in the higher tiers who have not renewed their pledge in 2019; d) no work begin until the group coordinates with the Trust and Reconciliation Committee of the Transformation Team; e) the effort be coordinated by Cheryl Gray, Mark Regulinski, John Schuettinger and Erika Landberg subject to Cheryl and Mark’s agreement; and f) training be arranged as soon as possible. The motion was seconded and unanimously approved.

4a. Senior Minister’s Report
Rev. Hardies reviewed his report with the Board (attached).

Libbie Buchele expressed her disappointment in the annual Dr. King Sunday worship service, a service she looks forward to every year and one of reasons she was drawn to All Souls. In the first service Dr. King received but a glancing mention. She wasn’t at second service, so things might have improved. Rev. Hardies, who was absent from the pulpit that day, said he would bring it up at the next ministerial staff meeting.

Rev. Hardies announced that he has been working on a position description in anticipation of Dr. Parker and Dr. Braxton’s departures on June 30. Discussion on the position will resume later in the agenda (See item 5b.). Rev. Hardies also asked for feedback from the Board on what they would like to see in his monthly reports. Esther Strongman requested that the reports consist of what he has been working on, strategies, and any issues that come up.

4b. **Interim Executive Director’s Report**
Rachel Pfeffer introduced Lisa Grayson, the church’s new Controller. She started on Monday and Rachel will work with her the rest of this week on orientation. Rachel also reported that she and Rev. Hardies have been working on a co-leadership model (See attached).

Rachel reported that she will be orienting her replacement and sees her role as helping Traci become familiar with the church’s vision as well as with her role. As she becomes familiar with the role, Traci will be able to put her stamp on it. The vision of the church has to be the primary driver of her role and in defining the next minister’s role. Traci will spend the first few weeks meeting with staff, the board members, and I have a list of other people with whom she should meet. This concluded Rachel’s report.

Tim Rhodes again thanked Rachel for redefining the Executive Director position emphasizing the importance of having someone who can coordinate well with the minister, the board, and congregation. He expressed his hope that by Rachel’s having done that, she will have made it easy for Traci to follow in Rachel’s footsteps.

Rev. Hardies noted that Rachel came in with a real can-do attitude and pushed the church’s operation to change. He said that it wasn’t always comfortable but it was needed and much appreciated.

5a. **Transformation Team’s Governance Workgroup**
Cathy Tortorici, chair of the Transformation Team’s Governance Workgroup, briefed the Board on the status of the Governance work group’s report, specifically the primary recommendations for the Board to focus on during calendar year 2019.

The group started in May 2018, followed by a break in June and July. The group met steadily from August to October, providing the previous Board with an interim report in November 2018. Tonight, the group is presenting its recommendations to the Board. They are the result of listening sessions with church members, David Pyle’s report (posted on the all-souls.org website, http://all-souls.org/governance-finance), independent research on governance including conversations with other large UUA churches, and discussions among the work group members.
Recommendations:

i. Commit to a Vision for Church Organization that Works for All Souls
   a. Ministerial team – Commit to a ministerial team with co-equal ministers, at least one of whom is a minister of color, and an Executive Director.
   b. Clear roles and responsibilities – Define the specific roles and responsibilities of the Ministers, Board, Executive, and staff.
   c. Governance systems – Establish a clear written policy to define the role of the congregation in church operations and eliminate the conflicting governance systems identified in the David Pyle report.

ii. Employee Reviews
   a. Establish a specific policy that mandates annual reviews of all employees, including ministers and the Executive Director.

iii. Accountability
   a. Establish a congregant led Monitoring Team, a standing team to be included in the Board’s governance structure accountable to the Board or Church Council. The team would be responsible for facilitating a system for monitoring the effectiveness of church goals, policies, strategic planning, and efforts to address executive limitations.

iv. Transparency
   a. Provide easy access on the church website for the policy governance framework, Board agendas, meeting minutes, team meeting minutes, the David Pyle report, etc.

v. Principles to Guide Board Actions
   a. Use the church’s 8 principles to guide Board actions, directly addressing issues of white supremacy in the church and providing maximum opportunity for inclusion and communication with congregants. (Seven principles come from the Unitarian Universalist Association [https://www.uua.org/beliefs/what-we-believe/principles] and an 8th principle has also been adopted by All Souls Church’s and an increasing number of other UUA churches, i.e., “We covenant to affirm and promote journeying toward spiritual wholeness by working to build a diverse multicultural Beloved Community by our actions that dismantle racism and other oppressions in ourselves and our institutions with accountability.”)

vi. Implement recommendations i-v above
   a. Work closely with the Transformation Team and the Governance Workgroup to establish specific implementation dates for the workgroup recommendations or fully explain why recommendations are not adopted.

Cathy Tortorici noted the workgroup has worked very hard in formulating the recommendations and while the Board may not adopt all of the recommendations, feedback to the group about those the Board does not adopt will be very important to the workgroup members and show respect for all of their time and effort.

Cathy added that the workgroup is willing to take on more work if the Board feels that it needs more information, e.g., on different governance models at more churches, more performance metric, or David Lindsay’s work. (Note: David Lindsay made a presentation to the Board on Governance at its January retreat.)
**Round Robin Reactions to the Presentation**

**Erika Landberg:** While there is no magical, perfect governance system, we definitely need clear roles and responsibilities. We're working on employee reviews and accountability. With respect to transparency, we adopted a communications plan tonight that incorporates your transparency recommendation. I agree with your recommendation about guiding principles, including the 8th principle. Regarding item vi., we need to discuss this relationship and how we work through the recommendations needs further discussion.

**Steve Newburg-Rinn:** I was on the committee, but want to express a couple of concerns I had with the report. I believe systems can be over-engineered and we may not need a separate monitoring team. I'm also worried about co-ministry with the Executive Director, but I'm not sure about co-ministers’ ability to function. We need to develop what's best for the congregation in the long-term.

**John Schuettinger:** I would love to see a cross-walk between your recommendations, those of David Pyle, where you agree and where you disagree. (Note: This was done in the November report.)

**Rob Hardies:** I want to express my gratitude to the Transformation Team. Cathy Tortorici has been to board meetings a few times and only had a few minutes. Even with tonight’s 30 minutes on the agenda, there isn’t enough time to thoroughly dig into these recommendations. I think it will take a separate, more detailed conversation.

**Cathy Tortorici:** I know that we've just hired the new Executive Director and will be trying to hire an associate minister. We don’t want to get so far ahead with putting people in place that it compromises our ability to transform. When we talked with other churches, they had full-time personnel and governance committees. If we put a co-leadership model in place, there will be a need to rewrite all of the church’s governance documents.

**Rob Hardies:** I share your concern that the urgency around our timeline for hiring. I’d like to have some of these questions ironed out as well. I'm not exactly sure what we’re moving into as we’re moving into it, but I’m getting more comfortable with it.

**Nadine Ramos:** I wonder if some of the accountability concerns will be addressed in the new role for the Executive Director. It’s hard to have a complex accountability structure with volunteers. In terms of the timeline, we could make time in a future work session to talk about your and Pyle’s recommendations.

**Libbie Buchele:** First, this report is great. You and the workgroup have really thought this through. On the performance measures and parameters, we need to look at what those were last time they were created. I think during the last year that Rachel has been here, clarification of some roles and responsibilities has been getting worked out. We're trying to build a bicycle while riding it. Depending on the tone of it, we need to talk about our relationship. We'll be having different rationales about why we do things. I don’t know that we need more research on what other churches are doing. And David Pyle acknowledged that his report was not written through an anti-racist lens so I guess to me what would be helpful would be if we could learn from some organization that previously had a different organizational structure, then they
developed a model that has allowed them to be successful. So, as we’re moving toward a new model, if there are others who’ve done it, I’d like to know about it.

Cathy Tortorici: We’re not asking the Board to reveal things that are confidential. I just think that it’s important for people to know, “here’s what we did and didn’t do and here’s why.”

Esther Strongman: I appreciate your wanting to know why we don’t do something. We’re not going to adopt all of your recommendations, but I think it would be helpful to know what the workgroup would like to see in the short-, mid-, and long-range futures.

Lisa Grayson: While I just started yesterday, I was handed HR policies by the Executive Director. That seems like something an HR Director should do. The Board may want to think about having a Director of Operations, responsible for developing HR policies.

Rachel Pfeffer: I’ve worked in a lot of organizations and none have followed policy governance. I don’t know why the Board can’t just go through the by-laws and change those to accommodate whatever governance structure the Board decides to adopt. That’s how we do it now. I think effecting a new governance structure through the by-laws would save a lot of time.

Bob Jayes: I want to thank everyone for all the work they’ve done. The report and recommendations have been detailed and clearly written. People come to us who’ve worked very hard and sincere and they give us opposite recommendations. The TT is a valuable advisor to us. We need some input on building this bicycle. Have some faith we’re going to keep working on it. Some of the things in the larger report that I’m confused about - there’s a lot of interest in preventing a lot of the governance problems David Pyle pointed out. We still have to be thinking about that. Where they’re actually involved in making decisions for the church -

Tehani Collazo: One of the things you’re proposing is a leadership triad - do we know of any other churches that have that structure? I have a broader comment about “white supremacy” as a term. What are we really talking about – I’m seeing the term a lot more and I don’t think it’s contextualized enough.

Mike Hill: You guys are rock stars. To me, the biggest thing in this entire group of recommendations is tripartite leadership and co-equal ministers. In Baptist churches, it happens all the time. You often end up with 2:1 when you have 3 kids. Those things happen. I really want to see some examples of co-equal ministry and tripartite leadership. Is it something we start moving toward? Also, we need really simple metrics that are easy and transparent and the church council is the right place for that work to live.

Tim Rhodes: In April and May, the Board has work sessions scheduled to discuss the David Pyle report and governance. Perhaps you can come back then and let us know how other churches function. Also, I share Erika’s concern, i.e., the Monitoring team seems duplicative of what the Church Council and Board do.
**5b Future Planning**

Mike Hill facilitated discussion around initiating a search for a new associate minister. At January’s retreat, the board thought a 2-year contract with an option for a 3rd would be the best vehicle to work out the kinks in a shared leadership model. Other options are an interim minister and someone just out of seminary.

Tim Rhodes said that the Board needs to decide on a process, appoint a search committee, and develop a timeline. The UUA requires the contract, the job description, and the duration before it will post the position. Tim thought it a good idea that the person not be interim in case the church wanted to hire them after the interim period was over. Esther Strongman thought it equally important that the person filling the contract position not have the impression that the contract period was a “trial period” as the Board would not want to create the impression that the contract minister could expect to be appointed/called to the position once it was advertised as permanent. Nadine Ramos would like the congregation to be involved in hiring any permanent minister. Esther thought the committee might consist of members of the board, 1 person from the Transformation Team, no more than 5 people from the congregation, and the Committee on Ministry.

Esther suggested that the Board back into the process since the church has to have someone on board by August 1.

Rob put together a draft document with which to start to develop a position description based on input from the Committee on Ministry, the Transformation Team, and Rachel’s mock-up of the shared leadership structure between the 2 ministers and executive director. Nadine, Tehani, and Esther volunteered to work on the job description and to get it to the Board by February 22nd, with posting by March 1.

The meeting was adjourned at 9:20 pm.

Respectfully submitted,

Carrie Davidson
Secretary

**Next Board Meeting:** March 20, 2019, Tupper Room. Topics to include Terms of Reference for the new Finance Committee, Appointment of Ministerial Search Committee
# Board of Trustees meeting
## February 13, 2019

### Agenda

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<th>Time</th>
<th>Item</th>
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<tr>
<td>6:30-7:00</td>
<td>Executive session/dinner/social hour/fellowship</td>
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<td>7:00-7:05</td>
<td>Chalice lighting and reading</td>
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<td>7:05-7:10</td>
<td>1. Approval of agenda</td>
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<td>2. Approval of consent agenda</td>
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<td>a. December and January minutes</td>
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<td>b. Change Audit to every other with Financial Management Reviews in</td>
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<td>between audits</td>
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<td>c. Change Fiscal Year to July 1—June 30, beginning in 2020</td>
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<td></td>
<td>d. Communication: simplified plan</td>
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<td>7:10-7:30</td>
<td>3. Action items</td>
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<td>a. Approval of Executive Director Selection</td>
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<td>b. Shively Fund Refinance proposal</td>
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<td>c. Form Board Pledge Team</td>
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<td>7:30-8:00</td>
<td>4. Informational items</td>
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<td>a. Senior Minister’s report and Ministerial Selection Process</td>
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<td>b. Interim Executive Director’s report</td>
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<td>8:00-9:00</td>
<td>5. Discussion items</td>
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<td>a. Presentation from Transformation Team Governance Committee</td>
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<td>b. Future planning</td>
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<td>c. Discussion of church finances</td>
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### Upcoming
- March 13, 2019: Work session (library)
- March 20, 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 December minutes

Regular Meeting of the All Souls Church Board of Trustees (Dec 10, 2018)
Draft Minutes for Approval

**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)

**Officers of the Church**
- Mark Regulinski, Treasurer (12/2019)
- Carrie Davidson, Secretary (12/2019)

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

**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

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<tr>
<th>Agenda</th>
<th>Topic</th>
<th>Discussion</th>
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<tr>
<td>1.</td>
<td>Convening of Meeting</td>
<td><strong>Carrie Davidson, Secretary</strong>, 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. <strong>Tim Rhodes, President</strong> – Tim joined All Souls 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. <strong>Bob James, Trustee</strong> – 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. <strong>Tehani Collazo, Trustee</strong> – 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. <strong>John Schuettinger, Trustee</strong> – 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. <strong>Nadine Ramos, Trustee</strong> – Nadine has been a member since 2011. She has been a Worship Associate and 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. <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. <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. <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. <strong>Mark Regulinski, 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 CAPRITZ Foundation. <strong>Rachel Pfeffer, Interim Executive Director</strong> – Rachel is the church’s interim Executive Director. <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. <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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<tr>
<th>Topic</th>
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<th>Decisions Made</th>
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<tr>
<td>a</td>
<td><strong>Covenant Signing</strong></td>
<td>Libbie Buchele moved and it was seconded that Tim Rhodes continue in his role as President of the BOT until elections are held at the board retreat for President and Vice President(s). The motion was adopted. [9 Yeas; 0 Nays]</td>
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<td>b</td>
<td><strong>Election of Board Officers</strong></td>
<td>John Schuettinger moved and it was seconded. Libbie Buchele moved and it was seconded that the agenda be amended and approved. The motion was adopted. [9 Yeas; 0 Nays]</td>
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<td>2.</td>
<td><strong>Meeting Agenda</strong></td>
<td>By consent, the November 2018 board minutes were approved conditional on the deletion of the last paragraph.</td>
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<td>3a</td>
<td><strong>Consent Agenda</strong></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>3b</td>
<td><strong>Search for a new Executive Director</strong></td>
<td>No action.</td>
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<td>4</td>
<td><strong>LDNC Report</strong></td>
<td>No action.</td>
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<td>5</td>
<td><strong>Sr Min Report</strong></td>
<td>No action.</td>
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<td>6a</td>
<td><strong>Interim Executive Director Report</strong></td>
<td>No action.</td>
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<td>Topic</td>
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<td>6c</td>
<td>Board Meeting Minutes</td>
<td>Rachel Pfeffer requested that the Board Secretary include the reports of the Treasurer, Executive Director, and Senior Minister in the official minutes to increase transparency and communication with the congregation. The Secretary agreed that this was important and that these would be included in the minutes from now on.</td>
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<td>6d</td>
<td>Paid-time off for part-time employees</td>
<td>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, more so 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.</td>
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<td>6e</td>
<td>Health benefits for part-time employees</td>
<td>Rachel Pfeffer requested that the Board extend pro-rated health benefits to staff working 20 hours weekly to the current practice which violates the policy, i.e., the church pays 90 percent of the employee's health benefit. The policy, changed in 2016, was never implemented.</td>
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<td>6f</td>
<td>IRAF Guidelines</td>
<td>Rachel Pfeffer requested that the board determine a) fund transfer guidelines for all church-funded groups and/or departments and b) permit all church-funded groups and/or departments to allocate 5 percent of their budget for supporting outside people or organizations. Discussion: Fund transfers have recently become an issue because Rev. Keithan would like to maintain a balance of $5,000 in the Immigration Refugee Assistance Fund, (IRAF). The IRAF was initially funded by the Beckner Fund in 2018 and received $3,798 from a June 2018 plate collection. Recently, Rev. Keithan reclassified $1,000 from his operating budget to IRAF. Cheryl Gray suggested a line item amount for IRAF. Mark Rugilinski thought the the philosophical question was whether the church is going to be a fundraising organization. If we want to do that, 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. Bob Jayes 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. Nadine Ramos said that is was not clear to her that there was a gap to be filled since commitments have yet to be made. Rachel Pfeffer said that the IRAF Council has an idea of what commitments they’d like to fill. Esther Strongman asked if the proposal applied just to the Social Justice Committee? Libbie Buechele – The Reeb Voting Project was originally funded with Social Justice funds and then the project got a grant. When that money dries up, do we have financial mechanisms to institute that kind of flexibility? Rev. Hardies - We’d have to do that thru the budget process.</td>
</tr>
<tr>
<td>Time</td>
<td>Topic</td>
<td>Discussion</td>
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<tr>
<td>6g</td>
<td>Committee Structure</td>
<td>Finance structure – there are 3 committees; Audit Investment and Finance – perhaps the latter 2 should be combined and Audit be ad hoc. Cheryl Gray will work with Rachel on that. Changes to the Policy Manual will have to be approved by the board.</td>
</tr>
<tr>
<td>8:45</td>
<td>Website</td>
<td>Rachel Pfeffer introduced discussion about the website. (See her submission to the Beckner Fund. Attached). She met with stewards of the church’s trusts and submitted a grant proposal to the Beckner Fund to secure funding for the project budgeted at $20,000. In 2017, the Beckner and A Powell Davies funds earned 17 percent, but the church only took 4.5 percent of the funds for operating expenses. In 2018, the funds earned XX percent, but only 7 percent of those earnings are in the 2019 budget. The A Powell Davies – awarded $6K towards the effort and the Beckner Board’s response to her proposal was that she first ask the ASC Board of Trustees for the funds. Discussion: Rachel Pfeffer asked the board for a restricted grant of $10K from the endowment. Cheryl Strongman and Esther Strongman both objected to awarding the funds for a revamped website, noting that it has been in the budget for years, but we never end up being able to actually allocate the funds due to other higher priorities. Tehani Collazo was hesitant to tap into endowment funds.</td>
</tr>
<tr>
<td>9:00</td>
<td>Senior Minister</td>
<td>Rev. Hardies noted that it was a very important time for budget of the church He will meet with Meghan Foley, UIA’s Central East’s Regional Lead for Congregational Life, on Jan. 16th to discuss the church’s options for an interim minister. It’s too late for the church to call a permanent minister by this summer. Candidates look at openings between now and April. The ministerial search process runs on a calendar year cycle – ends around mid-April. We want to get into the game starting in mid-April when the cycle starts over again.</td>
</tr>
<tr>
<td>9:07</td>
<td>Board Retreat</td>
<td>The retreat is scheduled for Jan 11-12th. It will start Friday night (6:30-9:00) and end on Saturday (9:00-3:00). It will be held at the church. Georgia Yuan, church member and former trustee, has offered to donate her time to facilitate the retreat. Andy Davis, another church member and consultant, has also offered to donate an hour. Normally, there are no votes at the retreat. Board members, the Interim Executive Director, Rev. Hardies, and the consultants are invited for the entire retreat. Officers are invited to join us for lunch and the afternoon’s session on Saturday. John Schuettinger, Erika Landberg, Rev. Hardies, and Georgia Yuan will formulate the agenda.</td>
</tr>
<tr>
<td>9:30</td>
<td>Who can sign what</td>
<td>The Board resolved authorizing signatures on behalf of All Souls Church for the church’s 2 banks and 4 investment accounts. Tim Thurman Rhodes and Mark Rugilinski</td>
</tr>
</tbody>
</table>

The meeting was adjourned at 9:30 and the Board went into Executive Session. Respectfully submitted, Carrie Davidson
2a. Approval of January 2019 minutes

Regular Meeting of the All Souls Church Board of Trustees
Minutes
Jan 16, 2019
Draft for Approval

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)

Officers of the Church
Mark Regulinski, Treasurer (12/2019)
Mike Hill, Moderator (12/2019)
Erika Loke, Assistant Secretary (12/2019)

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

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<thead>
<tr>
<th>Topic</th>
<th>Discussion</th>
<th>Decisions made</th>
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<tbody>
<tr>
<td>Chalice Lighting</td>
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| 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 Yees; 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 Yees; 0 Nays]  
**Approved.**  
**Based on these proposed amendments, the minutes were approved** |
<p>| 2b Annual Meeting Minutes | ? | |
| 2c 2017 Audit | <strong>vote was to acknowledge receipt of the audit</strong> | |</p>
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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 Schuetttinger** nominated Tim Rhodes for President  
**Robert Jayes** nominated John Schuetttinger 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 Schuetttinger* 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 Schuetttinger 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* (DRO0) 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 Schuetttinger* noted that under DRO0 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 DRO0 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 DRO0 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 next month, after the committee has had its work session | Deferred to February 13th meeting |
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</table>
| 3d Committee Assignments     | **John Schuettenger** 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 Schuettenger 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 Rugulinski** 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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<thead>
<tr>
<th>Topic</th>
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<tbody>
<tr>
<td>Executive Director Search</td>
<td>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.</td>
<td>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.</td>
</tr>
<tr>
<td>5a Discussion Items – Ministerial Vacancies</td>
<td><strong>Megan Foley</strong> 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. Board agreed that it is important to have a permanent minister by the 2021 bicentennial. <strong>Erika Landberg</strong> 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. <strong>Megan Foley</strong> 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 skill set or not ideal contract length. <strong>Paula Cole Jones</strong> noted that in 1999 the congregation made a commitment to a multiracial 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. <strong>Nadine Ramos</strong> 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. <strong>Megan Foley</strong> 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. <strong>Cheryl Gray</strong> 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.</td>
<td></td>
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<tr>
<td>5b Future Planning</td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>5c Change audit to every other year / Replace 2018 audit with fiscal management review</td>
<td><strong>Tim Rhodes</strong> suggested deferring audit discussions to a future board session.</td>
<td></td>
</tr>
</tbody>
</table>
2c. New Fiscal Year Proposal

My proposal would be to change the fiscal year in 2020 to July 1-June 30. We would prepare for it this in 2019.

2. Prepare 12-month budget in May 2020: July 1—June 2021 – Approved June Annual Meeting

<table>
<thead>
<tr>
<th>January-March</th>
<th>April-June</th>
<th>July– August</th>
<th>September-November</th>
<th>December</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not much happens</td>
<td>Fundraisers/events</td>
<td>Summer Challenge</td>
<td>Pledge Drive for next year’s budget</td>
<td>Annual Meeting; year-end appeal</td>
</tr>
<tr>
<td><strong>July-August</strong></td>
<td><strong>September-December</strong></td>
<td><strong>January-March</strong></td>
<td><strong>April-June</strong></td>
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<tr>
<td>Summer Challenge/</td>
<td></td>
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<tr>
<td>fundraisers</td>
<td>Year-to-end fundraisers; Audit season less expensive because fewer entities receiving audits</td>
<td>Pledge Drive</td>
<td>Budget development; Annual Meeting June 9</td>
<td></td>
</tr>
</tbody>
</table>

The top row represents our current fiscal year, January 1—December 31

- Not aligned with church/program year
- Requires pledge projections that are wildly inaccurate because budget season is at the same time as the Pledge Drive
- The year-end appeal is too short and follows too closely the pledge drive

The second row represent life after a fiscal year change: July 1—June 30

- Aligned with church/program year
- Pledge Drive better informs budget projections
- More space in the year to fundraise, including year-end appeal
- Audits/financial reviews conducted in slower season, therefore less expensive
2d. Communications Plan

Summary:

- Regularly post Board meeting dates, agendas, actions taken and approved minutes
- Update Board web site page

Short Term Proposal:

After our conversation at the work group meeting last week about communications planning, I took a look at the respective duties of the secretary, assistant secretary, and the moderator. It looks like all three may have a role to play, with the secretary / assistant secretary being responsible for communication from the board to the congregation, and the moderator assisting with being a conduit for communication from the congregation to the board, via mechanisms like the church council. For this month, I’d like to propose we focus on where and how notifications about the board meetings are posted.

<table>
<thead>
<tr>
<th>Communications Task</th>
<th>Lead Person(s)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notice of next Board meeting in each Happenings and Sunday Bulletin</td>
<td>Secretary</td>
<td>Secretary should coordinate all of these with President and VPs Discuss deadlines with Gary (with a CC to ED) – and make decisions regarding notices that go to both Happenings or just Sunday Bulletin or to both</td>
</tr>
<tr>
<td>Post Board Meeting agenda in the Happenings and Sunday Bulletin</td>
<td>Secretary</td>
<td></td>
</tr>
<tr>
<td>Post approved Board Meeting Minutes On the web site</td>
<td>Secretary</td>
<td></td>
</tr>
<tr>
<td>Update Governance web site page</td>
<td>Secretary with President or designee</td>
<td>work with Gary to edit current board page and consider and set up a new dedicated Board web page</td>
</tr>
</tbody>
</table>

Longer-Term Proposal: Facilitating Communication with the Congregation -

Whereas:

There is both opportunity and desire to rethink both content and method of communication between the board, ministry, staff and congregation, to better serve the church family as a whole;

There are multiple positions that are informally and formally communicating leadership decisions, church activities and logistical information;

There is existing guidance on method and content of communication, as well as existing infrastructure, that may be necessary and desirable to retain;

We propose that the secretary, assistant secretary and moderator, appropriate staff and board and committee members (not more than 7) meet and provide a review of the existing methods. The goal is, within a short time frame, address the following:

What works well and what doesn’t work with our existing lines of communication, and what is can be easily and quickly implemented that gives us better communication with least amount of effort;

How can changes to bigger elements of the communication infrastructure be addressed, if needed;

Timeframe for various efforts and people responsible.

We further propose that the work be completed to be ready for presentation in the April work session, and voting on in the following formal board meeting.

(Goal would be to meet on this 2–3 times, no more than 5–6 hours, and have a presentation that addresses the relevant questions clearly and can be read front-to-back in 15 minutes.)
2e. Addition to CRR Team

ALL SOULS COMMITTEE ON RIGHT RELATIONS STATEMENT OF INTEREST

Macani Tounaga (mtoungara@gmail.com; 240-602-8556)

1. Why are you interested in the Committee on Right Relations?

I wish to join the Committee on Right Relations because it is a way I can be of service to the Church while leveraging my strengths and skills. Participation on the committee requires strong listening skills to understand the experiences of parties to the conflict and the desired outcome of a conflict resolution process for them. A good facilitator can open a space for resolution that both parties can agree to. I work to raise money for the non-profit for which I work. This requires engagement with a wide variety of donors both domestically and abroad. Identifying where that donor’s priorities or pain points are and mapping that to the value we can provide requires active listening, open inquiry and regular engagement. These are all skills that I can bring to the Committee.

2. What training and experience have you in conflict resolution methods?

I participated in a program after college on Peace and Conflict Transformation, where we were able to work with survivors of war to broker dialogue between members of both sides of the conflict.

In law school, I took several courses in arbitration and mediation.

3. Can you commit to being on the Committee on Right Relations for a three-year term?

Yes. The only caveat is my job. I have been in DC for the past 5 years and plan to be here for the foreseeable future. However, my work may take me to another city at some point in the next three years.

4. How long have you been a member of all Souls Church?

I have been a member since 2016 and coming regularly since 2014.

5. Tell us about your past involvement in the life of All Souls Church

I have served as an usher on 4th Sundays since approx. 2015. I really enjoy welcoming people to Church and being of service in a regular and consistent fashion. I also took the Roots & Wings class, which deepened my appreciation for the social justice history of the Church and its resilience in the face of many challenges. I am currently part of a monthly Covenant Group, which provides a wonderful opportunity for in depth discussion on spiritual issues. Lastly, I participated in many of the meetings organized by Church in the aftermath of Rev. Moore’s departure.

6. Describe an accomplishment you are proud of that you achieved as a leader. Include any challenges you faced and how you addressed them.

I was Vice President of my condominium board for four years. In that capacity, I led a lobby renovation project. This was a fraught process because the management staff had attempted to remodel the lobby years beforehand. The result was aesthetically dreadful and the community uproar led to the management staff selling all the new furniture and leaving the old items in their place. Many had passed their useful life and community resentment was building at the wear and tear of lobby furniture.

I took on the project in 2016. It took three years for it to come to a successful completion; but in that time, many challenges arose. First, we had to collaborate with the condominium board of a neighboring building with easement rights to the lobby where they share amenities with us, such as concierge services. Their board had several members who were actively hostile to our board due to years’ old hang-ups. Requests for collaboration often went unanswered or were totally rejected. It took patience and persistence to find a collaborator on the board willing to work on the project and advance both communities’ interest in having a welcoming lobby area, community room and computer lab.

We set up a lobby committee comprised of residents of both boards to work with the designer on specific furniture choices and the overall aesthetic of the project. Though I was not required to attend, I went nonetheless so that I could strengthen my relationship with the members and with the board liaison from the other building. It was important for me to see firsthand the progress of the negotiation in order to ensure that the board to board communications reflected accurately conversations and progress of the project.

Second, the designer chosen by the board had no business sense, despite 30 years in the industry. As a result, he provided inadequate contracts and invoices that we could not and would not sign as legal documents. I worked with our legal counsel to develop our own versions of these documents and then had to convince the designer to use our versions. This process involved many hours of discussions during the workday and patient explanations as to why we required a certain level of professionalism in the legal documents. That designer then tried to bill the Board for the time it took his lawyer to review our documents. This was a breaking point with the board. At that stage, we had spent over 10K on design discussions and renderings. We decided that if he would not back down on these charges, which were a cost of doing business, we would consider the many months of effort a lost cause. I communicated with him the board’s position, while expressing a personal desire to continue to work him under reasonable conditions. I found ways to empathize with him while laying down a strong line that we simply would not pay those fees. He ultimately backed down and we proceeded with the project.

There were several more points in the project where negotiations with the neighboring board and the designer almost brought the project to a halt. I sought to keep the lobby committee, my board, the other building board and the designer on track through a combination of sheer will power, cheerful encouragement, regular engagement and frank discussions about the loss for all of us not completing the project.

I am thrilled that the community is now able to enjoy the common spaces that can compete with newer buildings in the neighborhood.
3a. Approval of Executive Director Selection

TRACI L. HUGHES, ESQUIRE

SUMMARY OF QUALIFICATIONS
Senior level executive possessing extensive strategic and organizational management experience spanning government and private sectors. Proven go-to leader in legal and policy matters with an established track record for devising strategic visions and implementing operational plans to advance organizational missions; streamline operations; and anticipate and mitigate risks. Demonstrated ability to effectively interact with diverse stakeholders, and to manage personnel to achieve maximum quality and accuracy in demanding, fast-paced environments.

PROFESSIONAL EXPERIENCE

BOARD OF ETHICS AND GOVERNMENT ACCOUNTABILITY (BEGA) – Washington, D.C.
APRIL 2013 – APRIL 2018
Director Office of Open Government
Chosen by BEGA to be the inaugural Director, and to serve as the city’s authority on matters relating to public disclosure of information; provide advice on privacy issues related to informed consent, disclosure risk and data sharing.

* Present as the Freedom of Information Act Officer for the Government of the District of Columbia; ensuring more than 90 District of Columbia government agencies comply with the Freedom of Information Act.
* Authored best practices recommendations which serve as the blueprint for the District of Columbia proactively providing machine readable government records in open source formats free of agency and copyright restriction; and the consistent use of civic engagement tools which allow the public to more effectively engage with the Executive and Legislative branches of government.
* Advised agencies on compliance with privacy laws, including data protection, data retention and data security.
* Inform policies on transparency and open government practices implemented by the Executive Office of the Mayor and District Government agencies.
* Accountable for training and enforcing Open Meetings Act compliance of approximately 175 boards and commissions and the Council of the District of Columbia.
* Draft legislation on open government.
* Testify before the Council of the District of Columbia on proposed legislation and rule makings that impact public access to government records.
* Actively sought by foreign government officials and corporate leaders to advise on open government best practices and open government organizational structure.

CONGRESSIONAL BLACK CAUCUS FOUNDATION – Washington, D.C.
OCTOBER 2011 – April 2013
Director of Communications
Selected as chief communications strategist for top performing non-profit to develop and implement strategic communications plans, marketing and social media strategies to expand the brand of the Foundation and to advance its programs, events and initiatives.

* Advised leadership team and staff regarding internal and external communications opportunities and solutions, and executed appropriate strategies to support them.
* Administered website content, new media and the development of all print communications including the annual report, collateral marketing materials and electronic communications; managed relationships with associated vendors.
* Supervised day-to-day activities of the communications function including budgeting, drafting of vendor contracts, planning and staff development.
* Prioritized media opportunities, prepared talking points, speeches, presentations and other supporting material as needed for Foundation leadership and members of the Congressional Black Caucus.

COUNCIL OF THE DISTRICT OF COLUMBIA – Washington, D.C.
November 2010 – March 2011
Interim Director of Communications, Office of the Chairman
Recruited to plan and implement communications strategies highlighting themes of the Council Chairman as a co-equal branch of the government of the District of Columbia.

* Composed speeches, talking points, and prepared the Chairman-Elect for press conferences and media interviews.
* Advanced the message and priorities of the Office of the Chairman utilizing multi-media and social networking
platforms.

- Contributed key recommendations on structure of the Office of Communications for the Council Chair.

**VINCENT GRAY MAYORAL CAMPAIGN – Washington, D.C.**

April 2010 – November 2010

*Press Secretary*

Officiated as spokesperson and communications strategist for Chairman Vincent Gray's successful campaign to secure the democratic nomination for Mayor of the District of Columbia.

- Planned and directed media relations and messaging for the candidate and key campaign personnel.
- Prepared remarks, talking points; and assisted in preparing the candidate for political forums and live, televised debates.

**METROPOLITAN POLICE DEPARTMENT – Washington, D.C.**

March 2007 – November 2009

*Executive Director, Office of Corporate Communications*

Referred by City Administrator to be chief spokesperson and communications strategist for the 5,000-member Metropolitan Police Department.

Served as top communications strategist for Chief of Police, Cathy L. Lanier, and provided advice to the mayor's communications staff.

- Participated as a member of the department’s executive command staff and as chief spokesperson on key issues; planned and directed all external and internal communications for the law enforcement agency serving the Nation's Capital.
- Developed and implemented communications strategies for enhancing police-community relationships; informing the public and key stakeholders of critical issues, promoting agency successes and handling crisis situations.
- Supervised a staff of a dozen sworn and civilian personnel responsible for media relations, website development, program marketing and internal communications.
- Employed as the agency Freedom of Information Act Officer, processing nearly 1000 requests per year.

**OFFICE OF THE ATTORNEY GENERAL – Washington, D.C.**

October 2004 – March 2007

*Deputy Attorney General for Communications and Legislative Affairs*

Selected as chief spokesperson for the Office of the Attorney General and counsel for 24 District agencies that fall under the Attorney General’s purview.

- Directed and managed communication strategies and press coverage on high profile cases; advised the Attorney General and all agency lawyers regarding media relations and strategic communications on cases involving the District of Columbia, the Executive Office of the Mayor, and the Council.
- Managed all aspects of day-to-day press operations, including media lists, project planning and media planning.
- Implemented and managed community outreach initiatives by the Attorney General.
- Acted as liaison between the Office of the Attorney General and the District Office of Policy and Legislative Affairs, members of Council and staff, and Congressional staff.

**PROFESSIONAL JOURNALISM EXPERIENCE**

**WTOP RADIO NETWORK – Washington, DC Editor/Writer**

**KYW NEWS RADIO 1060/KYW-TV CHANNEL 3 – Philadelphia, Pennsylvania Editor/Writer**

**THE LEGAL INTELLIGENCER – Philadelphia, Pennsylvania Correspondent**

**WTXF-FOX CHANNEL 29 – Philadelphia, Pennsylvania Segment Producer/Writer**

EDUCATION AND SPECIALIZED TRAINING

**GEORGE WASHINGTON UNIVERSITY – Washington, D.C.**

*Executive Leadership Program - Certificate*

**TEMPLE UNIVERSITY BEASLY SCHOOL OF LAW – Philadelphia, Pennsylvania**

*Juris Doctorate (JD)*

- Earned certification in advanced trial advocacy.
- Studied international law at the University of Athens, Athens, Greece
HOWARD UNIVERSITY – *Washington, D.C.*

**Bachelor of Arts, Broadcast Journalism**

MEMBERSHIPS, APPOINTMENTS AND AWARDS

DISTRICT OF COLUMBIA BAR, Good Standing
DC AFFAIRS STEERING COMMITTEE MEMBER, District of Columbia Bar Association (Elected July 2016 – June, 2019)
CHAIRPERSON BEACON HOUSE BOARD OF DIRECTORS – 2017 - Present ($1.2M budget)
MAYOR’S OPEN GOVERNMENT ADVISORY GROUP, Vice Chairman - Mayoral Appointee
OPEN GOVERNMENT COALITION – Vice President
SAFE SHORES – Board Member 2010 – 2012
NATIONAL CONGRESS OF BLACK WOMEN, Shirley Chisholm Memorial Trailblazers Award
EMMY AWARD - Regional Documentary Award "We Cry Blood" – Host
JOHN F. KENNEDY, JR. AWARD - Radio Documentary

SPEAKING ENGAGEMENTS & POLICY PAPERS

KEYNOTE – Sunlight Foundation T-Camp KEYNOTE –
Open Government Summit) KEYNOTE – AINS FOIAxpress
Users Conference)  
**WHITE HOUSE YOUNG AFRICAN LEADERSHIP INITIATIVE** – Presenter: *Open Government and Strategic Communications*

**SMART CITY WORLD EXPO WORLD CONGRESS** – *District of Columbia Advancements in Government Transparency and Recommendations for a Sustainable Shift to Openness*

**BEST PRACTICES RECOMMENDATIONS, GOVERNMENT TRANSPARENCY AND OPEN DATA**– Office of Open Government, Board of Ethics and Government Accountability
3b. Shively Fund Refinance Proposal

January 31, 2019

To: BOT

From: Rachel Pfeffer, Interim Executive Director

Re: New HVAC system in the sanctuary

Proposal: To refinance the Shively Fund loan with additional loan of $250,000. Funds will be used to pay for a new HVAC system in the sanctuary. The terms of the repayment will remain the same. ($5,000 annually). Ideally, we would repay the loan based on the life of the equipment. When that becomes financially possible, ($19,000/yr) we will accelerate the repayment.

The current balance on the previous loan is $130,000 (that loan was taken out 17 years ago to pay for the current HVAC system). The new loan would be $250,000 bringing the total loan to $380,000. Any funds not used in this project will be returned to the Shively investment account (principle). Shively Fund Value (as of 12/31/2018) = $805,529

Once we pick a vendor, we will also hire an independent project manager to manage the installation and quality control. The location of the chiller and the air handler make it necessary to use a crane - which will require closing the street and permits and asking our neighbors- the Mexican Embassy to allow us to use their parking lot for one day.

Technical Background

Currently, only 1 out of 3 compressor modules in the chiller are working and the air handler (30 years old) is on its last leg, breaking weekly. The chiller system is over 17 years old and needs to be replaced. Solomon Facilities Manager and I have been trouble-shooting and dreaming of solutions. Our first thought was to engineer an HVAC system replacement for the Sanctuary PLUS a new air conditioning system for Pierce Hall (all done together). Plan B is an equal replacement of the system in the Sanctuary referred to in the business as one-to-one replacement.

At this point it is not feasible to engineer the HVAC for Pierce Hall and the Sanctuary because of the timeframe needed to do the study, order the parts, labor and locate a reliable agent/owner and project manager. We started this project in August 2018 when we started working with Cooperative Purchasing Association (CPA). We put out an RFP for the engineering study, met with 3 different HVAC engineering firms. We received one bid from Kirlin, who would do the study for $54,000. Other options included hiring a firm that does design-build (Kirlin, Precision, Harvey Hottel) or finding an independent engineering firm. We explored both. We met with two agent/owners who would coordinate the project if we did not go with design-build. We met with Artisan Partners and E&G. Artisan partners never gave us a bid and E&G proposed and estimated $18,000 to coordinate the project- the problem with agent/owner is that they do not project manage and oversee the quality of the work- which is what we thought was most important.

4a. Senior Minister’s Report and Ministerial Selection Process

Senior Minister Report
February 2019

Dear Board Members, I really intended for the new minister hire to be my report for this month. But in addition to what I sent you yesterday, here are a few programmatic updates.

8th Principle Activity
The 8th Principle calls us to journey toward spiritual wholeness by accountability dismantling racism and other oppressions. Education and training are an important part of that dismantling effort. Over Dr. King weekend, ADORE hosted another successful Jubilee Anti-racism training, the second of the church year. On Feb 3, over 100 members participated in a panel discussion on white fragility organized by our ASD ministry. Later this month we’ll launch our second year of Beloved Conversations, the antiracism curriculum created by All Souls member Mark Hicks. Furthermore, the All Souls staff is collaborating with other area UU religious professionals on an antiracism training to be held later this year for professional staff of area UU congregations.

Trust and Reconciliation Work
Last month I communicated that I will work closely with the Transformation Team’s Trust and Reconciliation subgroup to further these efforts. To that end, I continue to hold relational meetings with members and donors with whom I haven’t connected with
deeply since last year’s conflict with Rev. Susan.

Welcoming New Hires
Last month I reported that for the first half of 2019 staff transitions would be a focus for me, Rachel and the entire staff. The entire staff team has been involved in interviewing, welcoming and helping to orient three new staff members: Lisa Grayson, Financial Controller, Rochelle Rice, Associate Director of Music and Arts, and Traci Hughes, our new ED who begins on March 1. In addition, the staff has had conversations with the Board about the new ministerial hire.

New Adult Spiritual Development Year Launches
Our Winter-Spring ASD term began this month, with close to 20 offerings on many subjects. See http://www.all-souls.org/asd. For instance, last week I began teaching a class on UU Spiritual Practices. The class is oversubscribed with more than 30 participants. Rev. Parker, Bill Rice and I will lead a UU Heritage Pilgrimage to Boston at the end of April, as a capstone of our UU4Core curriculum.

MLK Sunday with Bokamoso Youth Choir
About 1100 people attended our annual Dr. King Sunday worship service with the Bokamoso Youth Choir of South Africa. In addition to a lively and inspiring service, we raised $5000 in scholarships for Bokamoso youth.

Ordination of Norman Allen
Tim Rhodes will lead the congregation in the Rite of Ordination of long-time All Souls member Norman Allen on Sunday March 3rd at 7 pm. I will offer the homily. At a time when we are reflecting on our governance, the Act of Ordination is a powerful reminder of congregational polity. Only the local congregation—not a bishop, not a Pope—has the authority to decide who gets to be called and ordained “Reverend.” I hope that some of you will be able to attend this special service. 

2019 Ministerial Hire Job Description
All Souls Church, Unitarian in Washington, DC seeks a dynamic minister to serve a ##-year term as JOB TITLE. We seek a minister who is committed to All Souls’ mission to “embody, equip and build the Beloved Community,” and who will advance our commitment to the Eighth Principle. We invite a minister who will work collaboratively with our talented staff, collegially with our team of ordained ministers, and in shared ministry with our dedicated lay leaders and congregation. We invite candidates who will help us explore and live into new models of collaborative ministry that embody our commitments to equity and justice.

The specific duties of the JOB TITLE are as follows:
Pastoral Care and Rites of Passage
1. Serve as the primary point of contact for a robust and collaborative pastoral care program that includes all clergy and an active team of lay pastoral caregivers.
2. Recruit, equip and support congregants involved in pastoral care.
3. Support pastoral care that responds appropriately and with cultural sensitivity to the needs and life experiences of a multi-racial, multicultural congregation.
4. Maintain an up-to-date list of “active” pastoral cases, and create the weekly pastoral card and announcement list.
5. Triage pastoral care assignments to other ministers and develop a weekend on call schedule.
6. Provide up to 15 hours per week of direct pastoral care and counseling.
7. Share with other ministers the responsibility for officiating weddings, memorials and other rites of passage.
Covenant Group Ministry
1. Recruit, equip and support the Covenant Group Ministry Leadership Team.
2. Clearly and compellingly articulate the centrality of covenant groups as a means to foster connection, care and spiritual growth in the context of a large, dynamic congregation.
3. Support a covenant group ministry that builds authentic human relationships within a multi-racial, multicultural congregation.
4. Collaborate with the Director of Membership to create accessible pathways for new members to become involved in a covenant group.
5. Provide linkage between covenant groups and pastoral care team.
Adult Spiritual Development (ASD) Leadership
1. Support and implement the congregation’s comprehensive vision for adult spiritual development that supports people to a) deepen connection to the sacred, b) grow their souls, c) experience Beloved Community, and d) forms and transforms Unitarian Universalist identity.
2. Advance a holistic approach to adult spiritual development that intersections with the ministries of social justice, pastoral care, fellowship, worship and the arts.
3. Develop and oversee adult spiritual development offerings, working with the ASD committee.
4. Recruit and support teachers in developing high quality ASD opportunities, and incorporate teaching by other members of the ministerial team and professional staff.
5. Support the Leadership Development and Nominating Committee and other groups to educate and train for lay leadership development.
6. Design, teach, and lead adult classes, workshops, and occasional retreats.
   Preaching and Worship
   1. Preach on average once per month. Serve as liturgist up to three times per month.
   2. Attend worship planning meetings.
   3. Officiate at monthly vespers services on the second Wednesday of each month.
   Other Duties
   1. Contribute to the wider UU movement and participate in professional and collegial gatherings.
   Reporting and Accountability
   1. The JOB TITLE reports to ???.
   2. Work collaboratively with other members of the ministerial and professional team.
   3. Meet a minimum of once every 8 weeks with the senior minister for an evaluative conversation, to seek guidance and maintain accountability to the focus, purpose, priorities, and implementation of this contract.
GOALS for 2019-20 Church Year
1. .
   Compensation
   We offer an annual salary of $$$$. Benefits include health insurance, retirement contribution, life insurance, long-term disability and, a professional expense account. Currently, the church pays 90% of individual health insurance premiums. All Souls Church provides a 10% annual contribution to the UUA retirement plan. You will receive one month of vacation and one month of study leave, plus holidays.
4b. Interim Executive Director Report

Finance Update: January financials reports not quite completed; however, a peak into Quickbooks reveals a loss of $12,000 in January. A review of pledges (see below) provides the analysis we need to know what steps we can take to fill the gap in income and expenses.

Proposal: The Board of Directors immediately forms a team to be trained and active in member pledge sustainability. Their first task would be to contact the 241 units/members who pledged in 2018 but not 2019 by March 15, 2019.

Some Facts About The 2019 Annual Campaign As Of 1/30/2019
(Compiled for the Annual Campaign Team by Chuck Dulaney)

Who has pledged?

As of January 30, we have 418 pledge units (254 individual and 164 combined pledges) who have pledged $945,643 for 2019; this out of 1,089 member units. Data in this table compares pledges received by 1/30/2019 for the 2019 Operating Budget with pledges received by 1/30/2018 for the 2018 Operating Budget. As you can see, we are significantly behind last year in the total amount pledged and number of pledges.

The column showing total number of pledges received for 2018 is shown to illustrate the change that occurred last year between the end of January and the end of the year.

<table>
<thead>
<tr>
<th>Pledging Categories</th>
<th>1/30/2019 For 2019</th>
<th>1/30/2018 For 2018</th>
<th>Total Pledged For 2018 As Eoy 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>$10,000 or higher</td>
<td>12</td>
<td>16</td>
<td>17</td>
</tr>
<tr>
<td>$5000 to $9,999</td>
<td>41</td>
<td>43</td>
<td>43</td>
</tr>
<tr>
<td>$3000 to $4,999</td>
<td>50</td>
<td>59</td>
<td>62</td>
</tr>
<tr>
<td>$1500 to $2,999</td>
<td>85</td>
<td>107</td>
<td>108</td>
</tr>
<tr>
<td>$500 to $1,500</td>
<td>152</td>
<td>193</td>
<td>202</td>
</tr>
<tr>
<td>Below $500</td>
<td>78</td>
<td>119</td>
<td>125</td>
</tr>
<tr>
<td>Total Number Of Pledges</td>
<td>418</td>
<td>537</td>
<td>557</td>
</tr>
<tr>
<td>Number of New Pledges (No Pledge for 2018)</td>
<td>102</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Median Pledge As Of Date Shown</td>
<td>$1,200</td>
<td>$1,200</td>
<td>$1,200</td>
</tr>
<tr>
<td>Average Pledge As Of Date Shown</td>
<td>$2,262</td>
<td>$2,148</td>
<td>$2,135</td>
</tr>
<tr>
<td>Total Amount Pledged</td>
<td>$945,643</td>
<td>$1,153,385</td>
<td>$1,190,632</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>For 2019 Pledges Recorded As Of 1-30-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Pledge For 2018 (New Pledger)</td>
</tr>
<tr>
<td>Pledge Increased By 10% or more</td>
</tr>
<tr>
<td>Pledge Increased By 5-10%</td>
</tr>
<tr>
<td>Pledge Increased By Less Than 5%</td>
</tr>
<tr>
<td>Pledge Is The Same As 2018</td>
</tr>
<tr>
<td>Pledge Decreased From 2018</td>
</tr>
</tbody>
</table>

A Few Facts About The 241 Pledge Units That Pledged For 2018 But Have Not Pledged For 2019 As Of 1/30

- 12 are no longer active (died or left the church)
- 28 pledged at least $3000 for 2018
- 90 pledged between $1000 and $3000 for 2018
- 123 pledged less than $1000 for 2018
December Financial Reports:

Without a fund development plan, we cannot meet our budget projections and more importantly we cannot meet the needs of the church.

Our budget projections for 2018 Pledges were off by $228,000. This is due primarily to the timing of the pledge drive and budget formation and turmoil in the Church.

Non-Pledge Contributions projections were happily higher (+$100,000) due to an intensive Summer Challenge Match.

Tenant left in July but with pro-bono attorney, we were able to secure 6 months of rent and utilities through December 2018.

**Staff:** Lisa Grayson started work on Feb 4th as the full-time finance controller. She attended the finance committee meeting February 11th and will be attending them regularly. Her goals are to learn and do most of the work currently being done by our two contractors and provide system and control oversight in partnership with the Executive Director Rochelle Rice, Associate Director of Music and Arts started work on Feb 12th @ 21 hours/week.

Executive Director Transition Scheduled for Feb 20, 21, 22, 23. Rev Hardies will not be at services on 2/24, Traci will introduced to the congregation on March 3, 2019. She begins work on March 1, 2019.

Co-leadership: Rev Hardies and Rachel Pfeffer worked together to create this co-working model.

<table>
<thead>
<tr>
<th>Senior Minister</th>
<th>Senior Leadership Collaboration</th>
<th>Executive Director</th>
<th>“Second” Minister</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality and consistency of Sunday Worship Services.</td>
<td>Establishing HR policies/salaries/benefits/resource needs. Provide feedback and input into each staff person’s annual performance evaluation regardless of direct report.</td>
<td>Financial management and controls. Sanctuary and building in tip top shape and all events properly scheduled to facilitate Sunday activities and throughout the week.</td>
<td>Leads pastoral care ministry and works collaboratively with lay pastoral associates and other ordained ministers providing pastoral care.</td>
</tr>
<tr>
<td>Primary spiritual leader, preacher, teacher.</td>
<td>Staff development planning and staff team leadership. New members and communication.</td>
<td>Supervise operations staff (finance, communications and new member/facilities/finance/fundraising/front desk/communications), committee contact and support.</td>
<td>Leads Adult Spiritual Development and Covenant Group ministries and supports lay committees.</td>
</tr>
<tr>
<td>Supervise ministerial and program staff (Music, RE), including annual performance reviews and goal setting.</td>
<td>Annual performance reviews and goal setting. Supports implementation of programs.</td>
<td>Works collaboratively to support all Board Committees.</td>
<td>Leads Social Justice Ministry.</td>
</tr>
<tr>
<td>Communicates regularly with congregation through Constant Contact and other venues.</td>
<td>Communication and Marketing Plans</td>
<td>Communicates with community partners and congregation through one on one meetings and attends committee meetings as needed. Contract, budget and financial support for all committees.</td>
<td>Provides support and oversight for goals and outcomes of Social Justice Ministry.</td>
</tr>
<tr>
<td>Works collaboratively with Second Minister to provide pastoral care.</td>
<td>Staff Meeting Planning and facilitation</td>
<td>Building Management: small, large and in collaboration with Board committees and other committees when appropriate.</td>
<td></td>
</tr>
<tr>
<td>Officiates at weddings, memorials, baby dedications.</td>
<td>Support, work collaboratively with and report to Board of Trustees.</td>
<td>Operational Systems: Building Systems, Safety and onboarding/IT/printer</td>
<td></td>
</tr>
<tr>
<td>Represents the church to the public.</td>
<td>Fundraising/Generosity and Stewardship of Church assets</td>
<td>Represents the church to the public among church/interfaith administrators, philanthropic sector, and Emergency Preparedness, HR</td>
<td>Represents the church to the public.</td>
</tr>
<tr>
<td>Participation in regional and national participation</td>
<td>Supports Conflict resolution</td>
<td>Supports conflict resolution within the church</td>
<td>Supports conflict resolution.</td>
</tr>
<tr>
<td>Trust and Reconciliation Team/Transformation Team</td>
<td>Transformation Team/systemic change. Church Council, Moderator contact support and volunteer management focused on growing the power of the lay leadership and in committees without staff contacts.</td>
<td>Volunteer management focused on growing the power of the lay leadership and in committees without staff contacts.</td>
<td>Financial contact and support for the church.</td>
</tr>
<tr>
<td></td>
<td>Work with Board/Transformation Team, Staff and Church Council on Strategic Workplan Goals and Implementation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan - Dec 17</td>
<td>% of Annual</td>
<td>Annual Budget</td>
<td>YTD Budget</td>
</tr>
<tr>
<td>-------------</td>
<td>------------</td>
<td>---------------</td>
<td>------------</td>
</tr>
<tr>
<td>3.4%</td>
<td></td>
<td>2.664.30</td>
<td>2.029.99</td>
</tr>
<tr>
<td>2.17%</td>
<td></td>
<td>1.895.30</td>
<td>1.500.00</td>
</tr>
<tr>
<td>1.4%</td>
<td></td>
<td>1.165.86</td>
<td>1.132.50</td>
</tr>
<tr>
<td>4.9%</td>
<td></td>
<td>3.862.64</td>
<td>3.980.00</td>
</tr>
<tr>
<td>3.5%</td>
<td></td>
<td>2.545.30</td>
<td>2.583.50</td>
</tr>
<tr>
<td>4.1%</td>
<td></td>
<td>1.456.72</td>
<td>1.469.00</td>
</tr>
<tr>
<td>1.9%</td>
<td></td>
<td>3.400.00</td>
<td>1.469.00</td>
</tr>
</tbody>
</table>

**Net Income**

| 3.4%        |            | 2.664.30      | 2.029.99   |             |
| 2.17%       |            | 1.895.30      | 1.500.00   |             |
| 1.4%        |            | 1.165.86      | 1.132.50   |             |
| 4.9%        |            | 3.862.64      | 3.980.00   |             |
| 3.5%        |            | 2.545.30      | 2.583.50   |             |
| 4.1%        |            | 1.456.72      | 1.469.00   |             |
| 1.9%        |            | 3.400.00      | 1.469.00   |             |

**Total Expenditure**

| 3.4%        |            | 2.664.30      | 2.029.99   |             |
| 2.17%       |            | 1.895.30      | 1.500.00   |             |
| 1.4%        |            | 1.165.86      | 1.132.50   |             |
| 4.9%        |            | 3.862.64      | 3.980.00   |             |
| 3.5%        |            | 2.545.30      | 2.583.50   |             |
| 4.1%        |            | 1.456.72      | 1.469.00   |             |
| 1.9%        |            | 3.400.00      | 1.469.00   |             |

**Ordinary Income/Expense**

| 3.4%        |            | 2.664.30      | 2.029.99   |             |
| 2.17%       |            | 1.895.30      | 1.500.00   |             |
| 1.4%        |            | 1.165.86      | 1.132.50   |             |
| 4.9%        |            | 3.862.64      | 3.980.00   |             |
| 3.5%        |            | 2.545.30      | 2.583.50   |             |
| 4.1%        |            | 1.456.72      | 1.469.00   |             |
| 1.9%        |            | 3.400.00      | 1.469.00   |             |

**Ordinary Income**

| 3.4%        |            | 2.664.30      | 2.029.99   |             |
| 2.17%       |            | 1.895.30      | 1.500.00   |             |
| 1.4%        |            | 1.165.86      | 1.132.50   |             |
| 4.9%        |            | 3.862.64      | 3.980.00   |             |
| 3.5%        |            | 2.545.30      | 2.583.50   |             |
| 4.1%        |            | 1.456.72      | 1.469.00   |             |
| 1.9%        |            | 3.400.00      | 1.469.00   |             |
5a. Presentation from Transformation Team Governance Committee

A New Multicultural Collaborative Ministry Team

Co-creating the Future for All Souls Church, Washington, DC

As All Souls Church intentionally lives into its adoption of the 8th Principle, we recommend building racial equality into the apex and identity of all souls’ ministry and church community.

The Transformation Team encourages the Board to adopt a policy that establishes a new, multicultural collaborative approach to ministry, which is based on the following principles and for the following reasons:

- To position All Souls Church for operating from a philosophy of racial equality
- To honor the formal, permanent commitment to a multiracial ministry team made between the Board of Trustees and the Ministerial Search Committee of 1999.
- To change structures and institutional norms that grow from and reinforce systems that support white privilege and power
- To embed the 8th Principle into the Executive Team in a way that enhances collaboration and that calls them to model the Beloved Community.
- To signal to UUs and other people, both those who were observers and those impacted by the racially sensitive leadership crisis of last year, that we are learning from our mistakes and that we are willing to make holistic changes that undo inequity and restore our journey towards actualizing the Beloved Community.

Introduction

In 1999, the All Souls Board of Trustees committed to a multiracial ministry team. In 2019, we recommend that the Board of Trustees commit to building racial equality into the ministry team.

All Souls Church has a long history of working for and towards racial justice and inclusion. We don’t always get it right. Cultural change is a long-term process of experiencing change, assessing our performance, making choices that revise our process and then putting those changes into practice to see if they give us the results envisioned. As All Souls has changed within, the dynamics of society-at-large have changed. In 2017, UUs were called upon to examine how white supremacy operates in our association and our congregations. This call introduced new language into our work for racial justice and inclusion ‘white supremacy,’ which spotlights the ways that white power and privilege are qualities of the structures that support the way that we allocate authority and the ways that we make decisions in our churches.

Since last year, there has been wide agreement that it is time to change Policy Governance because of its multiple limitations, including the ways it reinforces white supremacy culture. This document will not discuss the work of the Governance Working Group or the Governance Report prepared by Rev. David Pyle. At this point in our transformation process, the Transformation Team feels it is vital that the Board of Trustees first put in place the necessary philosophical foundation which then will inform the various specific governance recommendations.

Learning from past management arrangements

All Souls has tried different approaches to the role of the senior minister, since Rev. David H. Eaton’s ministry. Rev. Eaton intentionally did not take on a CEO role in the church. He served as the senior minister. During the search that followed, the church signaled to Rev. Dan Aldridge that they were interested in the minister serving in the role of CEO. With rapid changes that were made by the minister and differences of opinions between him and lay leadership, the church learned that we were not looking for the minister to have that kind of authority. The conflict that resulted is part of what led to Rev. Aldridge’s termination and upheaval in the congregation, including a great loss of members and lack of trust due to the racial sensitivity of it all.

During our search that resulted in calling Rob Hardies as our senior minister, we were not looking for the CEO minister and we did not use the criteria that would have sought a CEO. Shortly after Rev. Hardies began his ministry, the church accepted Policy Governance, which was encouraged by the UUA for congregations that were interested in and capable of making size transitions. All Souls had once been a large church. We had the potential, desire and need to grow again. Without understanding the limitations of Policy Governance, we gave it a try. We learned how to make decisions through this structure and we grew rapidly. While there were certainly a number of factors that contributed to our growth, including a talented congregation that was reinventing itself and healing from conflict, new young talented ministers, and a booming job market in the city which attracts many new liberal arrivals. Policy Governance did play a part in our growth by changing the culture of the church leadership and management, including relieving the Board of Trustees from the details of day-to-day operations and positioning them as keepers of the vision and policy decisions in the church, as well as being responsible for the accountability of the senior minister, who, under Policy Governance, holds the major responsibility for ministry, programs and operations.
The concentration of authority and responsibility in the senior minister who functioned as CEO under policy governance had/has its limitations. The combination of CEO authority and the contract of the Associate Minister, which gave the Senior Minister authority to terminate reinforced an unequal power dynamic, not only between the ministers, but also with the congregation. Although the congregation had called the Associate Minister, there was no opportunity to weigh in on the decision to end that ministry, which is normally the prerogative of the congregation. And so, the system of decision-making and the structures that uphold it, let everyone down! We are now trying to correct the damage that was done to the church community, especially for members who felt betrayed by a decision-making process that took a minister away without explanation or an opportunity for intervention. In order to be sustainable, the corrections we make must be built into the structure of the church and how we do business.

With the hierarchical institutional structure in a multiracial ministry team, the ending of Rev. Moore’s ministry cannot be separated from questions of racial inequity and white privilege. The structure of policy governance itself, and the historical privilege afforded to white ministers in the Unitarian Universalism, result in a lack of trust for in the ability of the system to uphold the multicultural Beloved Community over upholding white supremacy or white privilege. Privilege is just built in.

These traditional institutional hierarchies impeded our aspirations of building the Beloved Community, by not ensuring that the members of the executive team are working together in the best interest of the church community, and are sharing co-equal power among themselves. The Board can address the power inequality, with an executive team that is racially, culturally diverse that are accountable to each other and are equally responsible for the success of their executive team and their role in the All Souls Church community.

We suggest that the Board trust our own experience as a spiritual community that has matured from being on this journey together. We are a community that has learned from decades of trying to align our spiritual and operational practices withUU Principles and with multicultural justice and inclusion. We can design a structure that supports our vision of a multiracial, multicultural, pluralistic progressive religious community that won’t let us down when things get tough.

Unitarian Universalists nation-wide are in need of new models for how to dismantle systems of white supremacy, which are more appropriate for a covenantal spiritual community. It is not hard to move toward a three-person, multiracial executive team where the members have equal status, authority and pay. This is how we create equality. We can build equality into our system and normalize it as our way of leading, just as Policy Governance normalized leading with a corporate-style CEO.

The good news is that we have been through the hardest part of this change, which was facing our failures and finding our new growing edges that inspire and require us to change the way we have been working. Building racial equality into our church is not a far stretch, it is a matter of choice. It is a perceptual shift that we must make. We will have to shift from viewing institutional leadership from old hierarchical norms to viewing collaborative leadership as a long-awaited, highly desired opportunity to restore our vision and to heal our community. It is an opportunity to begin reinventing ourselves and creating a better version of All Souls Church for the next chapter in our ministry together.

Perception is the next hill that we have to climb.

STATUS: The seeds for this change have been planted and have been taking root over the past year. The Transformation Team, The Workgroups, The 8th Principle Team and many others have agreed to the idea of building equality into a multiracial executive team as a next step towards building the Beloved Community at All Souls Church.

This is a chance for All Souls Church to brand a new model. We suggest that the new model be called a “Collaborative Ministry (partner or team),” which makes it distinct from existing ministry labels. It is important that we are clear that we are not suggesting hiring an interim minister, or developmental minister, or co-minister. These are positions that hold technical meanings in UU ministry and shape the goals of ministers when they enter a congregation. We need to create something new that is not encumbered with past assumptions.

ACTION: The Transformation Team recommends that the Board consider agreement on two decisions:

a. To establish a co-equal multiracial executive team that answers to the Board.

b. To hire, by contract, a minister of color, who will serve for two to three years as the second minister in the executive team, along with Rev. Rob Hardies and a new Executive Director. It is suggested that the contract can be renewed indeterminately, or that the congregation can decide to call the second minister. The two to three-year contract will be like test driving a car. We would never own a car that we haven’t driven. A two to three-year contract will provide a chance to experiment with a new arrangement, giving both the new minister and the existing All Souls leadership the chance to see if the chemistry and the model works before making a long-term commitment. A contracted minister means that the search and hire can happen on a schedule that is different from the normal search schedule.

It is and exciting opportunity to serve All Souls in this new capacity, and no doubt there are ministers who will recognize this rare opening and will apply for the position. We can be confident that we will find a candidate for this ministry who will be able to join us by next August.