Board Members Present
Tim Rhodes, President (12/2019)
Libbie Buchele, Vice President (12/2021)
Tehani Collazo, Trustee (12/2021)
Cheryl Gray, Trustee (12/2019)
Bob Jayes, Trustee (12/2020)
Erika Landberg, Trustee (12/2019)
Esther Strongman (12/2020)

Officers Present
Jennifer Bruneau, Membership Secretary
Mike Hill, Moderator
Mark Regulinski, Treasurer
Carrie Davidson, Secretary

Trustees Absent
Nadine Ramos, Trustee (12/2021)
John Schuetiinger, Vice President (12/2020)

Others Present
Carolyn Davies
Craig Dylan-Wyatt

Staff Present:
Rev. Rob Hardies, Senior Minister
Traci L. Hughes, Executive Director

The meeting was called to order with a prayer led by Rev. Hardies during the chalice lighting.

Approval of the Agenda
After a few changes in the sequence of items on the agenda, Bob Jayes moved approval of the agenda. The motion passed unanimously.

Consent Items

1. February minutes

2. Proposal to change board meetings to 4th Wednesday of the month to better sync with the monthly financial reports. Exceptions will be June due to General Assembly (GA) and the Thanksgiving and Christmas holidays in November and December.
2019 Board Working Sessions/Board Meetings
Apr 17/24
May 15/22
Jun None/12
Jul None/24
Aug None/28
Sep 18/25
Oct 16/23
Nov 13/20

3. Communications Plan (see attached)

4. Approve All Soul’s Church delegates to the Unitarian Universalist Association’s (UUA) 2019 General Assembly (GA) in Spokane Washington Jun 19-23: Ben Eisenberg, Judy Fisher, Denise Woods, Erika Landberg, Julia Sayles (Remote Delegate), Justin Tuia (Remote Delegate and Chair, ASC Denominational Affairs Committee). ASC is allotted 20 more delegates.

5. John Schuettinger’s Deadlines for Monthly Board Meetings (see attached)

Tehani Collazo moved approval of the consent agenda and delegation of the board’s authority to the Denominational Affairs Committee to recruit additional delegates to General Assembly with Board notification of their names. The motion was seconded and unanimously approved.

Discussion Items

1. Discussion of Transformation Team Truth and Reconciliation Email and Committee on Ministry Email- Moved to Informational Items section of the agenda.

2. Ministerial Selection Update - The Search Committee met recently to develop interview questions and priorities. Applications have started to come in. Screening questions will focus on core competencies with the more nuanced questions saved for in-person interviews. The committee will review resumes over the weekend received by Friday’s March 22 submission deadline. The vacancy is posted on UUA’s job board and ministerial staff have been reaching out to seminaries and people they know. The Search Committee received a combined total of 15-20 congregants at recent Q&A sessions after each service. The Church Council meeting (a meeting open to all, but especially leaders of all of the Church’s committees) will be another place for the Search Committee to solicit input from the congregation. Tehani said that either she or Nadine would take the lead on that. This week in the Happenings, the congregation will receive a list of the Search Committee members. The Search Committee may also make themselves available again after services March 31.
3. Discussion of Church Finances - Mark Regulinski presented the Finance Committee’s Report to the Board (Mar 18, 2019 - attached), the new Terms of Reference for the Committee (attached), and a fund development plan for 2019-2021 proposed by Rachel Pfeffer, former interim Executive Director (attached). (Note: At last month’s board meeting, the board decided to merge the Investment and Finance committees into one board committee.)

The Finance Committee is taking several steps to correct the current picture, but the announcement from the pulpit has to be more direct. People who are members have an obligation to make some level of financial commitment to the church. Many people who have joined since the Third Century Challenge aren’t aware of our debt obligation for the renovation and balloon payment.

Rev. Hardies requested guidance from the Finance Committee about how much would be available for the associate minister’s salary.

Rob and Traci will work with Mark on a stronger message to be delivered from the pulpit requesting that people pledge.

4. Weekend on the Bay - Jennifer Bruneau reported that 78 people have signed up already. Libbie strongly encouraged Board members to attend, even if for the day. Tehani, Mark, Libbie, Traci, and Carrie expressed their intention to attend. For those who don’t want to rough it, Cheryl suggested staying at a B&B near the camp in Chestertown.

5. Suffragette Dance - Libbie said that Pam Coukos and Allison Sibley have stepped up as willing to lead an effort to plan a dance fundraiser in the fall to celebrate the passage of the Voting Rights movement in 1919. Since the suffragette movement was mostly about white women getting the right to vote, the Reeb Voting Rights Project may also step in to help host the event. Traci will make sure that a date is selected soon to avoid conflict with any other potential events. Some thought it would be good to pair it with a silent auction to raise additional funds.

6. Website update - Traci will meet with Beckner Development Fund (BDF) on the 31st and will inform us about the outcome of that meeting next month. Libbie and Traci reported on a reconciliation circle between the BDF and the Board. Concerns had been raised by BDF members that ASC staff and members had a perception that the requirement for applications from ASC was or should be lower than for applications from others. According to the Deed of Gift, it was Earl and Meta Beckner’s intention that the BDF support programs and activities that a) enhance the influence of ASC in the Washington area, b) make the church’s neighborhood more cohesive, attractive, and forward looking, c) draw people of all ages and backgrounds to ASC, and d) foster human rights and dignity. It was not their intent that the funds be used to “pay for the regular support of established programs, no matter how deserving.”
Mark passed out the Deed of Gift to the board members. He noted that because the BDF is advisory to the board, board members should learn more about the Beckners.

Craig Dylan-Wyatt, Co-Chair of the Beckner Development Fund and in attendance, nodded his head in agreement.

7. Church Council Meeting - March 30 - For this part of the agenda, Mike would like the Board to identify what they’d like to get from the church council. Currently, the agenda allows for 50 minutes, a sufficient amount of time to cover 2 topics, assuming they are first discussed in breakout groups. Suggestions from the board included input on what they’d like to see from an interim/contract minister and means to increase net income for the church.

8. Check-in on staff reaction to personnel changes - This discussion was postponed until executive session.

9. New member outreach - Jen Bruneau reported that the Membership Committee is currently offering the introduction to All Souls Unitarian to prospective members every other month. Jen requested clarity on the timing of the future sessions. Traci agreed to follow up on timing of next meeting.

Informational Items

1. Senior Minister Report (attached)
   Alberta Henderson, a long-time beloved member of All Souls died this past Sunday. Services will be held on Tuesday March 26 with a viewing at 10 AM, the funeral at 11, and a repast afterwards. She died 62 years from day she joined the church in 1957.

   With respect to the trust and reconciliation process, Libbie asked Rob about how many congregants he’s met with since reaching out offering to meet with people last May. Rob estimated the number to be in the 25-30 range.

2. Executive Director Report (attached)

   Traci presented financials as of Jan 31. In light of the decline in core donations, the loss of rental income, and rising expenses, the church needs a Fund Development Plan “yesterday.” The budget includes $35,000 for hiring a consultant to develop a fund development plan.

   The deficit in January was $65,000. On an annual basis, that is equivalent to several hundred thousand dollars. The Finance Committee is looking into all of this and is aware that some areas need a deeper drive. Someone asked when the balloon payment for the
renovation was due. Mark will bring that to the next meeting and will break the 2019 budget down by position.

Cheryl said she didn’t remember a time when finances were so bad. Traci reviewed the pros and cons of various sources of additional income, including another charter school, and ASC starting its own day care center. Libbie talked about the promise that was made to parents who made substantial donations anticipating that the renovations downstairs would be for the benefit of the RE program participants. With a charter school, it’s difficult for the kids on Sunday to feel that have a space of their own. They can’t hang pictures on the wall.

Traci reported on her security plans for Sunday, March 24, 2019 in light of Dr. Willie Parker’s visit, a lightning rod for anti-abortion rights groups. Traci will write the board about the plan. It will require the ushers to enforce it. Traci also contacted Brett Parsons, the Metropolitan Police Department’s Faith-based liaison. He agreed to provide extra surveillance before, during, and after both services, i.e., 8:45 am -12:30 pm. After 9:15 the front doors to the church will be closed and entry will be limited to the Harvard Street side. Traci will formalize all of these suggestions into a planning document that can be reused in the future whenever there are security concerns.

3. Finance Report (attached)

Mark Regulinski provided the board with Treasurer’s report (attached). He suggested that the Board identify subject matter experts on reducing line item costs. Mark asked for feedback on his message to the congregation about the church’s finances. Some thought it was just right, while others thought it wasn’t strong enough. Rob will work with Traci and Mark to craft a new message requesting people to pledge. The matching plate pledge raised $3500. At the Church Council meeting, a plea will be made requesting their help in calling people who have not yet pledged.

4. Transformation Team Truth and Reconciliation Email and Committee on Ministry letter-Moved to executive session due to discussion of personnel performance.

The meeting was adjourned.

Respectfully submitted,
Carrie Davidson, Secretary
Board of Trustees meeting
March 20, 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. February minutes</td>
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<td>b. Proposal to change Board Meetings to 4th Wednesday of the month</td>
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<td>7:10-7:30</td>
<td>3. Communications Plan</td>
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<td>4. Approve addition to X team/Board Committee</td>
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<td>5. John’s “timeline” proposal</td>
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<td>7:35-8:00</td>
<td>Discussion items</td>
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<td>1. Discussion of Transformation Team Truth &amp; Reconciliation Report</td>
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<td>2. Ministerial Selection Update</td>
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<td>3. Discussion of church finances</td>
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<td>4. Weekend on the Bay - Jen Bruneau</td>
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<td>5. Suffragette Dance - Libbie</td>
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<td>6. Website Update - Libbie and Traci</td>
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<td>7. Church Council Update - who is going from the board?</td>
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<td>8. Check in on staff reaction to personnel changes- Traci (put on by Libbie)</td>
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<td>9. New member outreach and schedule - Jen Bruneau</td>
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Song Break

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<td>8:00-9:00</td>
<td>Executive Session</td>
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Upcoming
April 17, 2019: Work session– Subject: David Pyle’s Recommendations
April 24, 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 February minutes

Regular Meeting of the All Souls Church Board of Trustees
Minutes, Feb 13, 2019
Draft for Approval

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)

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.

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

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

3a. Approval of Executive Director 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 Shively 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:
Commit to a Vision for Church Organization that Works for All Souls
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.
Clear roles and responsibilities – Define the specific roles and responsibilities of the Ministers, Board, Executive, and staff.
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.
Employee Reviews
Establish a specific policy that mandates annual reviews of all employees, including ministers and the Executive Director.
Accountability
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.
Transparency
Provide easy access on the church website for the policy governance framework, Board agendas, meeting minutes, team meeting minutes, the David Pyle report, etc.
Principles to Guide Board Actions
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.”)

Implement recommendations i-v above
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

3. Communication Plan

For Consent Agenda at February 13, 2019 All Souls Board of Trustees Meeting

**Communications with the Congregation in 2019**

**Summary:**
- Regularly post Board meeting dates, agendas, actions taken and approved minutes
- Update Board website page
- Board member in the pulpit
- Board/Congregation listening/discussion sessions

**Details on what and who will be responsible:**

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1. Rob: the newsletter is already too long. People get overwhelmed.
2. Nadine: put the congregational policy stuff as a separate link.
3. Carrie: put the meeting announcements on the TV screen: can we set up a system whereby things like the monthly announcements of the meeting; the TV screen, and the Happenings?
   a. Traci: it’s OK to set it up as a system - easier when Gary goes out.
4. John: doing listening posts are a waste of time.
5. Erika: these wouldn’t be posts but organized meetings. Do we need them all the time, or only within reason?
6. Carrie: privacy is important.
7. Tehani: have the sessions, but only have them when we have something to announce
8. Mike: have the meetings when we are not having a congregational meeting. But we’d need of have a topic to delineate against
9. Traci: have we ever done a congregational survey on how people want to be communicated with? Before we go too far down the road, we should ask the question. Church uses everything but we don’t know what the data show.
10. Mike to invite board to the church council meeting

5. John’s “timeline” Proposal

General Board of Trustees monthly timeline:

- Board of Trustees open meeting is typically the 4th Wednesday of each month. (no meeting in August)
- Board of Trustees work session/meeting is 1 week prior to the open Board meeting. No votes are allowed at a work session.
- Agenda for the open Board meeting is closed 2 days prior to the Board meeting. To prevent confusion the Agenda should be changed only by the Board’s leadership team (President/VPs), if a Board member wishes to add an item to the agenda they should email the leadership team.
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- Board members that wish to do an in-depth report out regarding their committee assignments should email the entire board with documents for review no later than 1 week prior to the board meeting.
- Secretary should submit the previous meetings minutes to the Board no later than a week prior to the next board meeting.
- Once minutes are approved the Secretary will work with appropriate staff person to get the minutes posted to the church website no later than 3 days after the meeting.
1. Senior Minister Report

Senior Minister Report to the Board of Trustees
March 18, 2019

Dear Trustees,

The last month has been a busy one, with lots of excitement, transition, transformation and planning for the future. Below are some top-level items I’ve been focused on.

Senior Staffing Transitions

Thanks to everyone who is contributing time and effort to building our new senior leadership team. Over the last month, it has been a pleasure to welcome our new Executive Director, Traci Hughes. I’ve been participating in Traci’s onboarding, and we have established a regular weekly meeting. In addition, Paula Cole Jones has agreed to work with Traci, me and our new Minister of Congregational Life to help establish good practices for collaborative leadership going forward. I’m grateful to Paula for her willingness to serve in this capacity.

In addition to welcoming Traci, many of us are involved in the search for a Minister of Congregational Life. I have worked with others on the Board to shape the job description for the new minister and our promotional materials. I also serve on the search committee. The clergy team and I have been reaching out to our colleagues to field inquiries and encourage folks to apply.

As I wrote earlier this year, managing these senior leadership transitions and establishing a collaborative leadership culture will remain priorities throughout 2019.

Trust and Reconciliation

I continue to hold one-on-one meetings with congregants impacted by last year’s conflict, and have had a couple of meetings with members of the Trust and Reconciliation workgroup. Tim Rhodes, Libbie Buchele and I participated in a restorative circle with members of the Beckner Committee to address past misunderstandings.

Adult Spiritual Development

This turns out to be a busy season of teaching for me. Last Monday I completed a five-week class on UU Spiritual Practice with 31 registrants. Rev. Parker, Bill Rice, Danielle Garrett and I are also putting the final touches on a UU Heritage Pilgrimage to Boston for 30 participants from April 24-28. Please note that the pilgrimage conflicts with April’s board meeting, so I will not be present for our meeting in April. I will submit my report ahead of time.

Ministry Development Plan

I have met twice recently with my Committee on Ministry and with my leadership coach to discuss the Ministry Development Plan. Last week I submitted and discussed a progress report with the Board’s HR committee.

In other ministry and program notes:

- The ministers are scheduling a conversation with the Transformation Team to discuss the ways in which we have and will continue to incorporate themes and lessons from our transformation work into Sunday worship.
- Our Children’s RE program has been selected by the UUA to participate in a pilot program called “Accountability Assessment Tool For Dismantling White Supremacy in Lifespan Religious Education.” This is an opportunity for our RE program to take a closer look at its work through a racial justice lens.
- In addition to stellar Sunday morning music, the music ministry is involved in some special projects: The Jubilee Singers recently sang at an event commemorating Harriet Tubman; the All Souls Choir will be performing a special piece honoring Walt Whitman’s bicentennial at the Kennedy Center’s Millennium Stage in May; and members from both choirs have been invited to reprise The Ruby Bridges Suite at the National Museum of African American History and Culture in June.
- On Sunday March 3, our congregation had the privilege of ordaining Norman Allen to the Unitarian Universalist ministry. I was honored to preach the ordination sermon.
- At the top of a long list of pastoral care concerns from this past month, long-time member Alberta Henderson died last week. I was able to be with Alberta in the hospital shortly before her death and am currently planning the memorial service with her family.
- This coming Saturday I will meet with our newly forming pastoral care ministry team in a day-long retreat to re-envision a shared ministry approach to pastoral care.
1. Executive Director’s Report

March 20, 2019
Executive Director Report for the Board of Trustee Meeting

Finance Update: The January financials are complete. Core donations are $116,014, slightly lower than the budgeted $130,000 for January. January 1, 2019-March 19, 2019, core donations, including donations to the programs totals $220,300.42. The margins of actual vs. budgeted for the start of the year still signal that we have work to do to shore up and fully implement a development plan while the Church continues to secure a tenant.

I have reviewed the Interim ED’s draft development plan, and have the following recommendations based on that plan to raise $2.4M-3M by 2021. The development plan must be an aggressive one that will be achievable if everyone plays their part to fully implement.

- The fund development plan must be part of the overall budget planning for the next FY Budget. People give/contribute money to those things which have value for them. Value can be monetary, emotional, spiritual, or all of the above.

- The basis of a good development/fundraising plan requires ASC to tell a story about why the church matters to the community; why the church matters to its members; and what we need to move the church forward to make sure it is able to meet the needs of a thriving congregation and thriving communities within and outside ASC for the next 200 years.

- ASC must wean itself from the over-reliance on income from tenant that we must solicit, rather than generate. Additionally, long-term development plans must be established for capital improvements (i.e., mixed business/residential, ASC daycare).

- Draft - FY calendar for the development plan
- 2nd Quarter – Hire a fund development contractor to work with the ED and Senior Minister to develop a plan. This plan will be informed by ASC contributors and by programs; and input from the Church Council and staff on creating a sustainable fundraising goal per month.

- 2nd Quarter – Hire a grant writer to submit for applicable grants for programs, capital improvements, etc.

- 3rd Quarter – Implementation of development plan to renew TCC contributions. There may be some benefit to ramping up messaging as the tax year draws to a close; plate matching challenges for fundraising for specific programs

Utilities Assessment: The ED is working with the Community Purchasing Alliance (CPA) to review ASC utility bills to make certain our utility provider (Pepco) is abiding by the fixed rate contract ASC signed in 2017. ASC participates in a cooperative electricity purchase that will be in place through December 2020. A cursory review of the first three months of 2019 reveals that ASC is being charged an average of 8-12% pass through (monthly standard delivery charges, charges for connecting/reconnecting service, etc.). This rate of pass through appears typical for participants in the cooperative; however, the CPA has agreed to take a look at invoices dating back to the fall of 2018, and will provide cost savings recommendations, if necessary.

HVAC/Asbestos Abatement: $250,000 was transferred in February from the Shively TIFF account to pay for the HVAC repair and abatement of asbestos above the sanctuary and in the daycare HVAC room. The total cost for the HVAC repair is $244,839. This cost does not include an estimated cost of $20,000 for permitting, crane and street closures. The total cost for the asbestos abatement is $21,024.00.

Removal of the old HVAC and replacement of the new HVAC will require a crane to be positioned in the parking lot of our neighbor, the Embassy of Mexico. I have made contact with the embassy administrator, and she has agreed to allow ASC access – tentatively scheduled Saturday, April 27, 2019. It should take just a few hours to complete the process. The crane will be brought in and removed same day. The replacement process will also require that the tree between the church and the embassy parking is trimmed. Staff is getting estimates on that cost now.

UUA Pledge: On March 13, 2019, the ED notified the UUA of the Board’s pledge for this year. Monthly installments totaling $30,000 will be paid to the UUA on the 25th of every month (or the next business day if a weekend or a holiday).

Co-Leadership Model: Paula Cole-Jones has graciously agreed to meet monthly with Rob and Traci as a regular coaching session. The intention of these sessions will be to assist Rob and Traci to live into the co-leadership model created by the Board. The
sessions will also include the new minister once he/she starts with ASC.

Tenant Search: On March 11, 2019 the ED met with Tim Foley, the realtor helping ASC to find another tenant. Mr. Foley was candid about the various reasons it is proving challenging for ASC to find another charter school to rent the classroom space, including (1) limitations regarding the shared space with the RE programs; (2) classrooms are below grade; (3) no parking on site; (4) two points of egress required for the main level; (5) no charter schools were approved by the Public Charter School Board (PCSB) in 2018, and those that do exist are focused on Wards 6, 7 and 8.

Despite this, we will continue to press forward. On March 15, 2019, the ED met with personnel from an Arabic language immersion school that hopes to secure a charter when the PCSB votes in May. Overall, they like the space, but say their charter application specifically cites Ward 6 as the primary location but would be open to leasing from ASC if the church is willing to take them on as an incubator school until such time that they have outgrown the space. The ED informed them that there is precedent at ASC for taking on incubator schools, and that ASC would be open to negotiating such a lease. Currently, the church has capacity for approximately 100 students. Generally, there at 300-350 students in a school, need 30-55-thousand square feet of space. ASC has 5 -12-thousand feet of space.
<table>
<thead>
<tr>
<th>Jan 19 Actuarial</th>
<th>Jan 18 Actual</th>
<th>Jan 18 Budget</th>
<th>Jan 19 Budget</th>
<th>Annual Budget</th>
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Net Ordinary Income

Total Expense

9800.00 - Capital Reserve
8600.00 - Third Century Campaign
8600.00 - Furnishing Expenses
8100.00 - Other Program/Activities Exps
7000.00 - Core Program Expenses
6800.00 - Donational Support
6500.00 - Operating Expenses
6000.00 - Building Expenses
5000.00 - Personal Expense

Net Income

Gross Profit

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January 2019

Profit & Loss Budget Performance

All Souls Church, Untabian
For Consent Agenda at February 13, 2019 All Souls Board of Trustees Meeting

Communications with the Congregation in 2019

Summary:
- Regularly post Board meeting dates, agendas, actions taken and approved minutes
- Update Board web site page
- Board member in the pulpit
- Board/Congregation listening/discussion sessions

Detail on what and who responsible:

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Finances

Update on Ministerial Election

Grateful
I. PURPOSE
The Finance Committee is a board committee of All Souls Church, Unitarian. The main duties of the Finance Committee are to:

II. DUTIES
A. Support the Treasurer and Executive Director in preparing and monitoring the budget and future budget projections (e.g. 5 year plans)
B. Monitor the annual giving campaign and other fund-raising
C. Develop gift and grant acceptance policies and programs for recommendation to the Board
D. Advise the Board on church borrowing
E. Provide oversight of the church’s investments and endowments
F. Review and advise the Board on any changes to investment policy
G. Implement the investment policy
H. Review and select investment advisor every three years (or other period as appropriate) for recommendation to the Board.
I. Recommend annual distribution amounts to the Board
J. Take on other ad hoc finance related assignments as assigned by the Board.

III. MEETINGS
A. At least every other month, with formal minutes accessible to the Board

IV. REPORTING
A. Report to the Board monthly via the Treasurer or Assistant Treasurer
B. Submit a report to the Board quarterly (covering investment returns and any other developments) and annually (which also includes recommended distribution for the next year church operating budget)
C. Submit a report to the congregation at the annual meeting

V. MEMBERSHIP
A. The Finance committee will consist of at least six members:
   1. Treasurer – who serves as committee chair (voting)
   2. Assistant Treasurer – to stand in as needed for the Treasurer
   3. At least three church members with three year terms (voting)
   4. Board representative (voting)
   5. Executive Director (non-voting)
B. Committee members from the congregation are selected by the board for rolling 3-year terms (maximum 2 in succession)
C. Board representative is appointed annually
D. Membership Requirements:
   1. Strong numerical and financial acumen, broad understanding of the church’s mission and activities (typically acquired by at least 3 years as active church member, related work or volunteer experience, and mature judgement.)
   2. Education and/or work experience in a financial or investment field (e.g. economics, finance, banking, real estate development, finance-related law). Strong knowledge of investment principles and familiarity with broad range of investment vehicles.
October 22, 2018

To: Board of Trustees
From: Rachel Pfeffer, Interim Executive Director
Re: All Souls Church Fund Development Plan

All Souls Church Fund Development Plan.
Fiscal Year 2019-2021
Goal: $2.4 M-3M

A Path Forward: Before you pass an annual budget, I recommend creating a Fund Development Plan. Please review and fill in the blanks before you pass the 2019 budget and then start developing the Fund Development Plan for 2020-2021. The Plan wags the budget process. Spending money in ways that align with values is important, and raising money is equally important to align with values.

$1.3 Million in Pledges: Projecting Pledges in a budget before we know is challenging. If we segmented the pledgers and non-pledgers and assigned a group to an ad hoc gratitude team each year, we would have conversations with the entire congregation every 3 years. We would have a better idea of pledge projections and be more successful at increasing pledges. In addition, every fundraising bone in my body knows that if we have relationships, it is easier to talk about money, easier to reduce obstacles to donating/pledging. This year, since we only have a few weeks before the budget is approved, I recommend that the BOT call people who pledge more than $3000. In the future, segmenting pledgers can be divided by amounts or passions/ involvement in the Church. For example, call all the musical people or call those who do not pledge or donate in anyway.


2nd Quarter, Hire Fund Development Contractor @$5,800 month/80hrs Referral: Timothy Nurvala, ccsfundraising.com 202-628-4402

2nd and 3rd Quarter contact Family Pledgers with Children in RE.

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

$150,000: 2nd Quarter: Reinvigorate TCC Pledges for 2019 ($97,000 budget) to cover the cost of principle and interest in 2019. BOT, Fund Development contractor to contact TCC pledgers from 2011-2016.

$330,000 Tenant Rental Income: As of today, we are negotiating with Youth Build Charter School for a move-in of July 1, 2019. They are looking for a 5-10 year lease.

$200,000 in Non-Pledge Contributions: Given how easy it was to raise $96,000 during the Summer Challenge of 2018- a total of $26,000 more than our goal; let’s keep doing this. I recommend a Summer Challenge Leader be identified during the 4th quarter of the year—like
now- when you’re doing your budgeting. Someone who has some time in the summer and can help with writing, graphics, events, thank-yous etc. Perhaps this person will seed the Summer Challenge. The leaders will follow a plan/timeline and assist in cultivating Seeders.. line them up for summers to come. Perhaps start your Terrace Wall with the names of those who seeded the Summer Challenge. Ok, find another word besides seed. Who will Lead? ______ Who will seed ________ Honestly, a Church this size could raise $500,000 in non-pledge contributions each year once you commit to doing it.

$$60,000 in Plate Cash – In the past, the offering was non-specific and only intermittently were the offerings specific and rarely planned. In the past, plate collection might be donated to programs or outside organizations- I suggest ending that practice because you can raise money through grants for programs with outside organizations and 10% Plate can be used in this way. I recommend that in 2019 the offering focus be to enhance our practice of the 8th Principle. We will need to practice specific actions like, to purchase a new book of worship that lifts up the 8th Principle for example. I recommend a BOT member be identified to manage the messaging, offering, calendaring in partnership with the Ministerial Team. This Plate Leader is responsible for reaching the goal. Who? ______

$$75,000 in New Grants. There are a number of activities that could be funded by foundations both public and private. The executive director/minister should take the lead on this effort working closely with the program staff.

$15,000 in Fundraising
The auctions in the past seemed to only raise about $35,000. Don’t bother unless you can raise more. I would look into silent auction in the 4th quarter. Who is the Silent Auction Leader? A goal of $100,000 is a good goal.

$15,000 Blessing of the Marriages on Valentine’s Day Weekend.
We need a Board Member to work with Rose and Jen. They’ve already started planning
Date: February 15, 2019
Logistics: Couples pay $100 for the ceremony
Tables for guests: wine/kava/dessert Tables $1000 for 10 people
Repeat if successful each year in 1st quarter
General Board of Trustees monthly timeline:

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- Committees, groups, teams, and etc of the church should request to be added to the agenda no later than 1 week prior to the meeting, and submit any documents they wish the Board to review no later than 1 week prior to that month's meeting.
- Board members that wish to do an in-depth report out regarding their committee assignments should email the entire board with documents for review no later than 1 week prior to the board meeting.
- Secretary should submit the previous meetings minutes to the Board no later than a week prior to the next board meeting.
All Souls Church, Unitarian
Finance Committee Terms of Reference
ADDENDUM 5 draft v.2 – 03.11.19

I. PURPOSE
The Finance Committee is a board committee of All Souls Church, Unitarian. The main duties of the Finance Committee are to:

II. DUTIES
A. Support the Treasurer and Executive Director in preparing and monitoring the budget and future budget projections (e.g. 5 year plans)
B. Monitor the annual giving campaign and other fund-raising
C. Develop gift and grant acceptance policies and programs for recommendation to the Board
D. Advise the Board on church borrowing
E. Provide oversight of the church’s investments and endowments
F. Review and advise the Board on any changes to investment policy
G. Implement the investment policy
H. Review and select investment advisor every three years (or other period as appropriate) for recommendation to the Board.
I. Recommend annual distribution amounts to the Board
J. Take on other ad hoc finance related assignments as assigned by the Board.

III. MEETINGS
A. At least every other month, with formal minutes accessible to the Board

IV. REPORTING
A. Report to the Board monthly via the Treasurer or Assistant Treasurer
B. Submit a report to the Board quarterly (covering investment returns and any other developments) and annually (which also includes recommended distribution for the next year church operating budget)
C. Submit a report to the congregation at the annual meeting

V. MEMBERSHIP
A. The Finance committee will consist of at least six members:
   1. Treasurer – who serves as committee chair (voting)
   2. Assistant Treasurer – to stand in as needed for the Treasurer
   3. At least three church members with three year terms (voting)
   4. Board representative (voting)
   5. Executive Director (non-voting)
B. Committee members from the congregation are selected by the board for rolling 3-year terms (maximum 2 in succession)
C. Board representative is appointed annually
D. Membership Requirements:
   1. Strong numerical and financial acumen, broad understanding of the church’s mission and activities (typically acquired by at least 3 years as active church member, related work or volunteer experience, and mature judgement.)
   2. Education and/or work experience in a financial or investment field (e.g. economics, finance, banking, real estate development, finance-related law). Strong knowledge of investment principles and familiarity with broad range of investment vehicles.

ASCU - Finance Committee Terms of Reference - ADDENDUM 5 (draft) - 03.11.19
Draft: 3/11/2019
October 22, 2018

To: Board of Trustees
From: Rachel Pfeffer, Interim Executive Director
Re: All Souls Church Fund Development Plan

All Souls Church Fund Development Plan.
Fiscal Year 2019-2021
Goal: $2.4 M-3M

A Path Forward: Before you pass an annual budget, I recommend creating a Fund Development Plan. Please review and fill in the blanks before you pass the 2019 budget and then start developing the Fund Development Plan for 2020-2021. The Plan wags the budget process. Spending money in ways that align with values is important, and raising money is equally important to align with values.

$1.3 Million in Pledges: Projecting Pledges in a budget before we know is challenging. If we segmented the pledgers and non-pledgers and assigned a group to an ad hoc gratitude team each year, we would have conversations with the entire congregation every 3 years. We would have a better idea of pledge projections and be more successful at increasing pledges. In addition, every fundraising bone in my body knows that if we have relationships, it is easier to talk about money, easier to reduce obstacles to donating/pledging. This year, since we only have a few weeks before the budget is approved, I recommend that the BOT call people who pledge more than $3000. In the future, segmenting pledgers can be divided by amounts or passions/ involvement in the Church. For example, call all the musical people or call those who do not pledge or donate in anyway.


2nd Quarter, Hire Fund Development Contractor @$5,800 month/80hrs Referral: Timothy Nurvala, ccsfundraising.com 202-628-4402

2nd and 3rd Quarter contact Family Pledgers with Children in RE.

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

$145,000: 2nd Quarter: Reinvigorate TCC Pledges for 2019 ($97,000 budget) to cover the cost of principle and interest in 2019. BOT, Fund Development contractor to contact TCC pledgers from 2011-2016.

$330,000 Tenant Rental Income: As of today, we are negotiating with Youth Build Charter School for a move-in of July 1, 2019. They are looking for a 5-10 year lease.

$200,000 in Non-Pledge Contributions: Given how easy it was to raise $96,000 during the Summer Challenge of 2018- a total of $ 26,000 more than our goal; let's keep doing this. I recommend a Summer Challenge Leader be identified during the 4th quarter of the year—like
now- when you're doing your budgeting. Someone who has some time in the summer and can help with writing, graphics, events, thank-yous etc. Perhaps this person will seed the Summer Challenge. The leaders will follow a plan/timeline and assist in cultivating Seeders.. line them up for summers to come. Perhaps start your Terrace Wall with the names of those who seeded the Summer Challenge. Ok, find another word besides seed. Who will Lead? __________ Who will seed ________ Honestly, a Church this size could raise $500,000 in non-pledge contributions each year once you commit to doing it.

$60,000 in Plate Cash – In the past, the offering was non -specific and only intermittently were the offerings specific and rarely planned. In the past, plate collection might be donated to programs or outside organizations- I suggest ending that practice because you can raise money through grants for programs with outside organizations and 10% Plate can be used in this way. I recommend that in 2019 the offering focus be to enhance our practice of the 8th Principle. We will need to practice specific actions like, to purchase a new book of worship that lifts up the 8th Principle for example. I recommend a BOT member be identified to manage the messaging, offering, calendaring in partnership with the Ministerial Team. This Plate Leader is responsible for reaching the goal. Who? __________

$75,000 in New Grants. There are a number of activities that could be funded by foundations both public and private. The executive director/minister should take the lead on this effort working closely with the program staff.

$15,000 in Fundraising
The auctions in the past seemed to only raise about $35,000. Don't bother unless you can raise more. I would look into silent auction in the 4th quarter. Who is the Silent Auction Leader? A goal of $100,000 is a good goal.

$15,000 Blessing of the Marriages on Valentine’s Day Weekend. We need a Board Member to work with Rose and Jen. They've already started planning Date: February 15, 2019 Logistics: Couples pay $100 for the ceremony Tables for guests: wine/kava/dessert Tables $1000 for 10 people Repeat if successful each year in 1st quarter
DEED OF GIFT

This Deed of Gift is made as of the 14th day of December, 1973, by EARL R. BECKNER and META S. BECKNER (hereinafter sometimes referred to as "we" or as "Donors"), of 3319 Legation Street, N.W., Washington, D.C., and is accepted by ALL SOULS CHURCH, WASHINGTON, D.C. (Unitarian), a District of Columbia nonprofit corporation located at 16th and Harvard Streets, N.W., Washington, D.C. (hereinafter referred to as the "Church" or as "All Souls Church").

A. Purpose. We have heretofore owned as joint tenants with the right of survivorship the 24 investment properties in Alexandria, Virginia, which are listed in Schedules A and B hereto, all of which are presently tenant as indicated therein. It is our desire to transfer these properties as a contribution to All Souls Church, of which we have been members for many years. We desire that these properties, or the proceeds of their sale, should become part of the Earl and Meta Beckner Fund to be established as part of the Church's endowment funds, as provided in Paragraph C.

B. Transfers. By deed delivered herewith we have transferred the two properties listed as Item 1 of Schedule A and Item 1 of Schedule B, and by subsequent deeds to be delivered as soon as they can be prepared, we shall transfer the remaining properties listed in Schedules A and B, all of which All Souls Church by acceptance of this Deed of Gift agrees to use for the purposes and in the manner hereinafter set forth.

To the extent that it may consider advisable, the Church may designate an agent or trustee to hold title to some or all of the
properties on its behalf, subject to revocation of such authority at any time by the Church's Board of Trustees and the vesting of title in the Church.

We make these transfers as separate donors, with one of us transferring the property listed in Schedule A and the other transferring the property listed in Schedule B hereto, intending first by this Deed of Gift to sever the joint ownership heretofore existing before making the transfer from each of us of his respective properties to the Church.

Over a period of years we have contributed approximately equally to the cost of (1) purchasing these properties, (2) amortizing the mortgages which we have assumed or placed on all of the properties (on the debt underlying which we have been jointly and severally liable), and (3) paying for improvements. We have managed and maintained the properties over the years through our own efforts, without professional management, and each of us has devoted substantially equal time and effort towards this.

Accordingly, we have always considered ourselves equal co-owners in every sense. We intend this gift to the Church to have exactly the same effect as if each of us had first separately conveyed his entire interest in half of the properties to the other, and had then conveyed as sole owner his entire interest in half of the properties to the Church. We have not used this two-step process to the extent of preparing 24 extra deeds to convey to each other, because we consider it an unnecessary act which would cause delay and substantial extra conveyancing costs.
To the same end, we have instead identified on Schedules A and B hereto which properties we consider to be owned and transferred to the Church by each of us as the result of the severances of the joint tenancies. Further to this end, by this Deed of Gift, the undersigned Earl R. Beckner does hereby quitclaim to the undersigned Meta S. Beckner all of his right, title and interest in the properties listed in Schedule B hereto, and the undersigned Meta S. Beckner does hereby quitclaim to the undersigned Earl R. Beckner all of her right, title and interest in the properties listed in Schedule A hereto, with the result that the separate deeds to be given to the Church for each property, signed by both of us, shall be considered to represent a conveyance to the Church by Earl R. Beckner of the properties listed in Schedule A hereto and a conveyance to the Church by Meta S. Beckner of the properties listed in Schedule B hereto, each deed being signed by the other spouse to release marital rights.

We have carefully divided the 24 properties under our respective names in Schedules A and B hereto in such a way that in our opinion the properties listed in Schedule A are substantially equal in present fair market value to those listed in Schedule B hereto. This equal division is consistent not only with our equal contribution, but with our actuarial life expectancies which are also substantially equal.

C. Establishment of Earl and Meta Beckner Fund. By this deed we establish, and by its acceptance All Souls Church agrees to maintain, a fund to be known initially as the Church Advancement Fund,
and after our deaths as the Earl and Meta Beckner Church Advancement Fund ("the Fund"). So long as either of us is living, we desire that this gift should remain anonymous.

All of the properties listed in Schedules A and B, and the proceeds of sale and periodic reinvestment thereof, shall become part of the Fund, to be controlled by All Souls Church as part of its restricted endowment funds as hereinafter provided.

It is our hope that the Fund may also serve as a vehicle for the administration of funds given by others for similar purposes, whether by lifetime gift or by will, and that our gift may serve as a stimulus to gifts by others.

D. **Purposes of Fund.** The general purpose for which the Fund is established is to support programs and activities which will--

1. Enhance the influence of All Souls Church in the Washington metropolitan area.

2. Help to make the immediate community in which the Church is located (including any community in which it may in the future be located) a more cohesive, attractive and forward looking community.

3. Draw people of all ages and backgrounds to All Souls Church.

4. Foster human rights and dignity.

Specific examples of programs which we would consider to be in furtherance of the foregoing general purposes, without intending to provide an exclusive list, would include the following:
1. New or special activities of—
   (a) the Columbia Heights Youth Club (formerly known as the Columbia Heights Boys Club, now operated for both boys and girls).
   (b) the D. C. Music School, now operated at All Souls Church.
   (c) the All Souls Concert Series of organ and choir music, and other forms of music.

2. The provision of noteworthy speakers to fill the pulpit when the minister is absent and on other occasions.

3. The furtherance of humanistic studies in connection with All Souls Church.

4. The defrayal of extra janitorial, security and maintenance expense, and special equipment needs, resulting from the programs supported by the Fund.

It is our desire that the Fund be used for special events, and to provide initial support for new programs or activities until they can become self-sustaining (whether over a period of months or several years). We desire that the Fund should not ordinarily be relied upon to provide regular support for established programs, no matter how deserving.

E. Restrictions on the Use of Principal and Income. The principal of the Fund shall be held as an endowment fund, not to be invaded for any purpose, for a period of not less than one hundred years from the date of this instrument. Thereafter the use of the
principal shall be unrestricted, although it is our desire that it be held in continued endowment. The investment and management of the Fund shall be under the control of the Board of Trustees of All Souls Church.

We desire to place no binding restrictions on the use of the income from the Fund, which shall be available for the general purposes of the Church, within the sole discretion of the Board of Trustees of the Church. However, we wish to express our strong desire: (1) that, except for programs and activities operated within the Church, such as those listed in Paragraph D, the income be used for programs and activities outside the Church only to the extent that such programs and activities are subject to close supervision or monitoring on behalf of the Board of Trustees or the staff of the Church; (2) that such income not be applied to support programs and services to the extent normally included in the ordinary operating budget of the Church, since we believe that in a healthy church it is the responsibility of the individuals who are members of the church from time to time to support such programs and services; and (3) that the income of the Fund should be devoted to the purposes set forth in Paragraph D.

In defining the concepts of "income" and "principal", we accept the concept now applied by the Church to other endowments under the Church's control, sometimes known as the "Ford Foundation principle." It is our understanding that under this principle, the Board from time to time establishes a fixed percentage of the fair market value of principal to be withdrawn as income each year, whether the actual
income is greater or less. It is understood that this percentage is fixed by the Board at a level which, based on experience, it is believed will over a period of years result in reinvesting enough capital gain to protect the principal of the Fund against erosion from the long-term effects of inflation, while "harvesting" the remaining gain for use as income. We authorize the Board to apply this principle to the management of the Fund if and to the extent that (consistent with applicable legal restrictions) it applies the same principle to the management of other endowment funds under the Church's control.

F. Distribution in Case of Dissolution of Church. In case of the dissolution of All Souls Church, the Fund should be turned over to the Unitarian Universalist Association, or its successors, now located in Boston, Massachusetts, in furtherance of its general purposes of fostering Unitarianism and Universalism in the United States.

G. Advisory Committee. It is our desire that the Church establish and maintain an Advisory Committee consisting of the Senior Minister, ex officio, and six other persons (at least one of whom initially should be an attorney familiar with the legal aspects of the Fund), all of whom should be members of All Souls Church. Members of the Committee (other than the Senior Minister) should serve for three-year terms, arranged so that two expire each year. Members should not be eligible to serve for two consecutive terms, except in case of terms of less than three years as required to establish the initial staggered terms or to fill vacancies. The Senior Minis-
ister, with the consent of the Board of Trustees, should each appoint half of the initial
positions and one of the two terms expiring each year, as well as any vacancies in the positions appointed by them.

The purpose of the Advisory Committee is to recommend to the Board of Trustees from time to time those uses of the income of the Fund which in the Committee's opinion will best fulfill the purposes of the Fund.

While we believe that the Board of Trustees should have full control of the Fund, we believe that it will be helpful to have a separate Advisory Committee, broadly representative of the Church and having no other purpose, which will have sufficient time without the pressure of day-to-day management, to concentrate on identifying and developing programs which would best fulfill the purposes of the Fund.

The Advisory Committee shall report regularly to the Board of Trustees. It shall obtain the Board's advance approval or later ratification of all disbursements, to the extent provided in a statement of policies and procedures from time to time adopted by the Board with the concurrence of the Committee. It shall elect its own officer.

H. Rights Retained by Donors During Their Lifetimes.
   1. Information and Consultation.

It is our desire that during our lifetimes, we be consulted and kept currently informed as to appointments to the Advisory Committee, the recommendations of the Advisory Committee, and the decisions of the Board of Trustees each year on the uses of the Fund. However, it is also our desire that this consultation and information be handled in such a way as to maintain our anonymity as donors during our lifetimes.
2. Economic Rights of Invasion.

The economic rights reserved in this subparagraph 2 pertain only to the properties listed as Items 4 through 12 in Schedules A and B. We retain no legally binding rights with respect to the properties listed as Items 1 through 3 in either of these schedules.

With respect to the properties in which rights are reserved, we do not expect to need to exercise these rights. However, both of us are now in our later years, and facing uncertain health problems. Each of us has therefore felt it necessary during his or her life to retain the following rights in order to meet possible medical or other emergencies or unforeseen needs.

Accordingly, it is understood that All Souls Church agrees upon written request of Earl R. Beckner with respect to the properties listed in Schedule A, or of Meta S. Beckner with respect to the properties listed in Schedule B--

(a) from this Fund or from other funds of the Church to pay to such donor all or part of the income from the properties subject to these respective restrictions (or from the investment and reinvestment of sale proceeds thereof), accruing after the date of such request, after provision for expenses, interest and amortization, taxes and any rental commissions.
(b) to refund to either donor all or part of the net proceeds realized upon the sale at any time of one or more properties donated by such donor;
(c) to place on the market for sale any such property; or
(d) to reconvey to the donor any property donated by such donor.

It is understood that all of the foregoing rights shall exist solely upon the request of either of us with respect to properties donated by such person, without question as to the existence of financial need. The Church agrees to keep such records as may be necessary or appropriate to permit it to comply with the foregoing obligations.

3. Consent to Sale.

The Church agrees, for a period of five years beginning on the date of this agreement, not to sell any property subject to the restrictions of subparagraph 2 without the consent of Earl R. Beckner, if living, with respect to properties listed in Schedule A, or without the consent of Meta S. Beckner, if living, with respect to properties listed in Schedule B.

The Church further agrees that at any time when it decides to sell the properties (with the consent of the Donors, if required, as provided above), it will do so exclusively through Mrs. Lois Weebe, a real estate agent in whom we have great confidence and who is familiar with these properties, if she is then licensed and willing to do so, at a commission rate not to exceed 6%.
4. **Right to Manage.**

The Church agrees, for a period of five years beginning on the date of this instrument, to permit either of us (so long as in the judgment of the Board of Trustees of the Church he or she is able effectively to do so) to continue to manage, for the account of the Church, the properties donated by such person (except for the properties listed as Items 1, 2 or 3 in either Schedule A or Schedule B), to designate the other of us as his or her agent, and to receive a reasonable fee for such services, as determined by either of us, not to exceed 7% of the gross rental income from such properties, for so long as either of us may wish. In the interest of continuity of relations with our tenants, it is understood that we may deal with them without disclosing the Church's ownership of the properties, that we may pay all expenses and collect all income, remitting to the Church the net income, subject to invasion as provided above. We agree to keep and turn over to the Church such records, including leases, income and expenses, as may be customary or appropriate.

At any time during such five-year period when either of us has ceased to manage such properties, the Church agrees to negotiate in good faith to arrange for Mrs. Lois Neebe to manage them on behalf of the Church for a reasonable fee not to exceed 7% of the gross rental income.

Finally, we would express our desire that at any time when local legal services relating to the management or sale of such properties may be required, the Church should retain Norman Baum, Esq. of Alexandria, Virginia, if he is qualified and willing to act, at the customary local fees for such legal services.
5. **Expiration of Retained Rights at Death.**

All of the foregoing rights retained by Earl R. Beckner shall expire at his death, to the extent still in effect, with respect to the properties listed in Schedule A. All of the foregoing rights retained by Meta S. Beckner shall expire at her death, to the extent still in effect, with respect to the properties listed in Schedule B. It is understood that no such rights shall apply at any time to the properties listed as Items 1, 2 or 3 in either Schedule A or Schedule B.

I. **Special Obligations Undertaken by the Church.** We have set forth in Schedules A and B hereto the security deposits paid to us from time to time by the tenants who occupy the properties listed in such schedules at the date of this Deed of Gift. We have held many of these deposits for a number of years, and they have not been maintained in a separate fund. Accordingly, it is our desire, and the Church hereby agrees, that the Church will assume responsibility for the tenant security deposit listed after each property in Schedules A and B. This obligation shall be adjusted for any changes in these deposits prior to the transfer of any property to the Church, as to which we shall notify the Church at closing.

It is understood that the timing of the conveyance of the various properties to the Church other than those listed as Item 1 in Schedules A and B, shall be determined solely by us, but that we shall endeavor to complete it as soon as the necessary deeds can be prepared. The Church agrees to pay all closing costs, including conveyancing fees, recordation taxes and filing fees, as well as the cost of title search and/or title insurance, if desired. It is understood that real estate
taxes, utilities and rent will be adjusted as of the date of conveyance of each property, or such other date as may be agreed with the Church.

It is also understood that we have made no recent appraisals of the fair market value of these properties, and that if the Church desires any such appraisals, it will undertake them at its own expense.

We have agreed that the cost of preparing this Deed of Gift is solely our own expense.

IN WITNESS WHEREOF, we have set our hands and seals to this Deed of Gift, and All Souls Church to acknowledge its acceptance of the conditions and obligations imposed upon it hereunder has caused this Deed of Gift to be signed and attested by its duly authorized officers, all as of this 14th day of December, 1973.

[Signature]
EARL R. BECKER
(SEAL)

[Signature]
META S. BECKER
(SEAL)

ATTEST:

[Signature]
Marjorie F. Hooper
Secretary

[Signature]
Meredith M. Higgins
Its President and Chairman of the Board of Trustees

(CORPORATE SEAL)
ACKNOWLEDGMENT BY DONORS

District of Columbia, ss:

I, [Signature], a Notary Public in and for the District of Columbia, do hereby certify that EARL R. BECKNER and META-S. BECKNER, who are personally well known to me as parties to and who executed the foregoing and attached Deed of Gift bearing date the 14th day of December, 1973, personally appeared before me in the District of Columbia, and acknowledged the same to be their act and deed.

Given under my hand and seal this 14th day of December, 1973.

(SEAL)

[Signature]  
Notary Public

My commission expires

My Commission Expires June 30, 1976

ACKNOWLEDGMENT BY DONEE

District of Columbia, ss:

I, [Signature], a Notary Public in and for the District of Columbia, do hereby certify that MEREDITH M. HIGGINS, who is named as the President and Chairman of the Board of Trustees of ALL SOULS CHURCH, WASHINGTON, D.C. (Unitarian), the corporate grantee in the foregoing and attached Deed of Gift bearing date the 14th day of December, 1973, personally appeared before me in the District of Columbia, the said MEREDITH M. HIGGINS being personally well known to me as the person so named in said deed, and acknowledged said deed to be the act and deed of the corporation, and that she delivered it as such.

Given under my hand and seal this 14th day of December, 1973.

(SEAL)

[Signature]  
Notary Public

My commission expires

My Commission Expires June 30, 1976
### 2019 GA Participants / Delegates

<table>
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All Souls Church Unitarian
Finance Committee Report to the Board
March 18, 2019

I. Overview
A. During the March, 2019 Finance Committee meeting, the Committee in consultation with the Executive Director (ED) undertook a review of the January Financial Statements (P&L results and Balance Sheet) prepared by ASC Staff, a draft ToR for the newly merged Investment & Finance Committees and the FY ’19 Finance Committee meeting calendar. The committees observations, assumptions, and projections below are based on the January P&L report.

B. By the time of the upcoming Board meeting the Committee anticipates that the Board will have reviewed the January P&L report – attached hereto – which summarizes the results of the first month of the current fiscal year compared to the FY ’19 budget and the P&L results from the same period in 2018. If so, then the Trustees will have noticed that the P&L report indicates YTD expenses in excess of revenues totaling approximately $66,000. The Committee noted that much of this deficit is related to matters of revenue and expense timing and in particular the 3 payroll period in January and the fact that no intra-fund transfers have been made this year.

II. Committee observations, assumptions and recommendations
A. Regarding revenues:
   1. As pertaining to revenue timing, overcoming this deficit by year end is significantly predicated on certain revenues being realized during the remainder of the year. The committee is mindful of the plethora of development initiatives proposed by the out-going interim executive director (a copy of the IED’s All Souls Church Fund Development Plan for Fiscal Years 2019-2021 is attached hereto) all of which are important to achieve a balance between revenue and expenses in 2019.

   2. As the Board is aware current pledges fall significantly short of that stipulated in the approved Budget and consequently the importance of the current pledge drive which the Board Members are leading.

   3. In addition to that initiative, fund development planning related to the Third Century Challenge, Facilities Income, Grant Funding and other fundraising programs must also be a high priority for the Board and professional staff. Towards that end the committee has requested that the ED provide several reports regarding the financial participation of current ASC members who participate in the Core Programs, a list of ASC members who joined after the TCC pledge drive concluded and current status of the FY ’19 Pledge Drive for use by the Board and staff to commence fund development planning.

B. Regarding expenses
   1. Expenses related to Personnel (line 5000), are running approximately 7.8% ahead of the YTD budget forecast. This translates to additional expenses of approximately $9,300. This overrun is largely attributed to the 3 payroll periods in January as opposed to the YTD budget which is calculated as 1/12th of the annual budget.

   2. Building Expenses (line 6000) – which includes utilities – is running approximately 20% ahead of the YTD budget forecast. This translates to additional expenses of approximately $2,800. While the specific data to understand the cause of this overrun was not available
All Souls Church Unitarian
Finance Committee Report to the Board
March 18, 2019

to the committee the committee is mindful that the Budget assumes that absent a tenant the utility costs would be lower. If we continue to see utility costs the same as in 2018 then that assumption will need to be revisited.

3. **Operating Expenses** (line 6500) are running approximately 33% ahead of the YTD budget forecast. This translates to additional expenses of approximately $5,000. A significant portion of this overrun is attributable to the additional payroll services and the outside bookkeeping services as the new financial controller was not hired until late February.

4. **Denominational Support** (line 6800) comprises monthly installments towards annual payment totaling $30,000. No payments were made in January which accounts for the savings related to this line item.

5. **Core Program Expenses** (line 7000) are running approximately 35% less than YTD budget. This translates to a savings of approximately $3,300. These savings are almost all timing related.

6. Expenses associated with **Other Programs/Activities** (line 8100) are running approximately 54% ahead of YTD projections. This is largely attributable to the accounting of the Weekend on the Bay expenses (and revenue) as the Operating Budget for FY ’19 did not include either the revenue nor the expenses related to this program.

7. **Fundraising Expenses** (line 8600) are running behind YTD the budget because no fundraising expenses were incurred during January.

8. **Third Century Campaign** (line 9800) which represents the payment of the portion of the mortgage out of the operating account is substantially in line with the Budget. However the Committee noted that in order to meet this year’s budget a much larger portion of the mortgage must be paid out of the TCC account. That will require TCC fundraising during FY ’19 as noted above.

9. **Capital Reserve Expenses** (line 9808) are in line with the Budget

C. Summary of Observations & Recommendations
The Committee recognizes that it not prudent to draw much in the way of conclusions based on one month’s results – particularly at the beginning of the year. Nonetheless the Committee recognizes the urgency to implements the various fund development initiatives contemplated by this year’s Budget. Additionally Building Expenses that were covered in prior years by the Charter School tenant will unlikely be similarly covered by rental income this year. As a consequence we will need to be extremely diligent in managing the Church’s facilities such that utility and other occupancy costs are kept in line with the funds budgeted for same.

III. Other Committee Actions
A. Terms of Reference (ToR) for newly merged Investment and Finance Committees
In recognition of the Board’s decision to merge the Investment and Finance Committees into
All Souls Church Unitarian
Finance Committee Report to the Board
March 18, 2019

One Committee of the Board, the attached amended ToR for the Finance Committee was
drafted for the Board’s consideration and if agreed, adoption.
## All Souls Church, Unitarian
### Profit & Loss Budget Performance
#### January 2019

<table>
<thead>
<tr>
<th>Ordinary Income/Expense</th>
<th>Jan 19 Actual</th>
<th>Jan 19 Budget</th>
<th>Annual Budget</th>
<th>Jan 18 Actual</th>
<th>Jan 18 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4000 - Core Donations</td>
<td>116,014.43</td>
<td>130,000.00</td>
<td>1,560,000.00</td>
<td>97,042.81</td>
<td>125,000.11</td>
</tr>
<tr>
<td>4100 - Contributions</td>
<td>132.00</td>
<td>8,333.37</td>
<td>100,000.00</td>
<td>605.84</td>
<td>4,083.26</td>
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<tr>
<td>4300 - Investment Income</td>
<td>54.48</td>
<td>7,916.74</td>
<td>95,000.00</td>
<td>11.64</td>
<td>7,991.74</td>
</tr>
<tr>
<td>4400 - Facilities Usage</td>
<td>2,901.41</td>
<td>6,583.37</td>
<td>79,000.00</td>
<td>22,965.56</td>
<td>31,321.00</td>
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<tr>
<td>4500 - Core Program Revenues</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>330.00</td>
<td>1,541.52</td>
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<tr>
<td>4600 - Other Program/Committee Revenue</td>
<td>632.00</td>
<td>2,083.37</td>
<td>25,000.00</td>
<td>280.25</td>
<td>5,528.74</td>
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<tr>
<td>4700 - Fundraisers</td>
<td>457.25</td>
<td>2,083.37</td>
<td>25,000.00</td>
<td>280.25</td>
<td>5,528.74</td>
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<tr>
<td>4800 - Grant Revenue</td>
<td>0.00</td>
<td>6,250.00</td>
<td>75,000.00</td>
<td>0.00</td>
<td>2,534.50</td>
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<tr>
<td>4900 - Intra-Fund Transfers</td>
<td>0.00</td>
<td>13,200.51</td>
<td>158,407.00</td>
<td>0.00</td>
<td>8,596.69</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>120,191.57</td>
<td>174,367.38</td>
<td>2,092,407.00</td>
<td>123,810.21</td>
<td>191,813.93</td>
</tr>
<tr>
<td><strong>Gross Profit</strong></td>
<td>120,191.57</td>
<td>174,367.38</td>
<td>2,092,407.00</td>
<td>123,810.21</td>
<td>191,813.93</td>
</tr>
<tr>
<td><strong>Expense</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5000 - Personnel</td>
<td>127,205.02</td>
<td>117,368.13</td>
<td>1,408,430.00</td>
<td>42,439.33</td>
<td>111,030.45</td>
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<tr>
<td>6000 - Building Expenses</td>
<td>17,114.02</td>
<td>14,283.48</td>
<td>171,400.00</td>
<td>-2,827.75</td>
<td>20,342.87</td>
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<tr>
<td>6500 - Operating Expenses</td>
<td>20,313.00</td>
<td>13,194.97</td>
<td>158,337.00</td>
<td>15,483.24</td>
<td>18,821.12</td>
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<tr>
<td>6800 - Denominational Support</td>
<td>0.00</td>
<td>2,550.00</td>
<td>30,000.00</td>
<td>30,000.00</td>
<td>5,000.00</td>
</tr>
<tr>
<td>7000 - Core Program Expenses</td>
<td>6,489.90</td>
<td>10,190.87</td>
<td>122,290.00</td>
<td>11,028.05</td>
<td>14,547.90</td>
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<tr>
<td>8100 - Other Programs/Activities Exp</td>
<td>7,566.61</td>
<td>4,912.39</td>
<td>58,950.00</td>
<td>2,888.26</td>
<td>6,870.76</td>
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<tr>
<td>8500 - Fundraising Expenses</td>
<td>0.00</td>
<td>3,466.74</td>
<td>41,600.00</td>
<td>361.10</td>
<td>2,486.23</td>
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<tr>
<td>9800 - Third Century Campaign</td>
<td>4,104.22</td>
<td>4,068.25</td>
<td>48,795.00</td>
<td>8,362.41</td>
<td>8,135.87</td>
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<tr>
<td>9808 - Capital Reserve</td>
<td>3,333.00</td>
<td>3,333.37</td>
<td>40,000.00</td>
<td>4,166.67</td>
<td>4,166.63</td>
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<tr>
<td><strong>Total Expense</strong></td>
<td>186,125.77</td>
<td>173,317.29</td>
<td>2,079,802.00</td>
<td>151,901.31</td>
<td>191,401.43</td>
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<tr>
<td><strong>Net Ordinary Income</strong></td>
<td>-65,934.20</td>
<td>1,050.16</td>
<td>12,605.00</td>
<td>11,913.90</td>
<td>212.50</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>-65,934.20</td>
<td>1,050.16</td>
<td>12,605.00</td>
<td>11,913.90</td>
<td>212.50</td>
</tr>
</tbody>
</table>