

All Souls Church Unitarian Annual Meeting Minutes
June 6 2021, 1 pm, on Zoom

Convening

- At 1:06 Moderator Julia Washburn called the meeting to order
- Rev. Kathleen Rolenz opened the meeting with a prayer
- Gary Penn confirmed that the meeting was being recorded
- Julia welcomed all of us to the meeting and explained how to speak, ask a question, or vote in the Zoom format.
- At 1:15 Jana confirmed that we (most definitely!) have a quorum.
- *Motion to adopt the consent agenda.*
 - *Seconded*
 - *Approved unanimously.*
 - Items on the consent agenda:
 - Adopt the minutes from the 2019 Annual Meeting.

Board Report

- Presented by Board President Libbie Buchele.
- Beginning with thanks:
 - A year of uncertainty.
 - A big thank you to the staff, who learned new roles and new software, and made online worship happen.
 - Thank you to everyone who showed up on Sunday and gave generously - All Souls remained a beacon of social justice, love, and commitment.
 - Thank you for maintaining ties and caring for one another.
 - Thank you for your hard work on congregant pastoral care, strong covenant groups, ASC food pantry, and pandemic voter outreach.
- Board worked to talk to congregation in an organized way.
 - Engaged the congregation in important decisions about the future of our church.
 - Extended the interim period by one year, based on congregant feedback.
 - Recommitted to policy governance and worked to better understand what that means in practice.
 - Further lived into a co-equal Executive Team model.
 - Published an annual report on the church's progress toward compliance with policies.
 - Adopted a new security policy and a large set of 8th Principle-focused policies.
- Policy Monitoring
 - The Board is the primary accountability body for the church.
 - The Board sets policies based on church values, then monitors whether they're being followed.
 - During the past year, monitoring has allowed us to
 - Identify pay inequities and recommend a budget that takes steps to fix those disparities.
 - Ensure church staff will receive evaluations
 - Ensure a conflict transformation policy is in place for staff.

- Looking backward
 - Lack of focus over the past 20 years
 - One of the largest gaps between giving members and non-giving members.
 - Working to re-establish a culture of philanthropy.
 - Resistance to talking about money.
 - Our salary history doesn't match our commitment to justice.
 - Trying to address these inequities, but that will take financial commitment from everyone.
 - Direct link between justice and funding.
 - Thanks to all who have pledged this year.
- The year ahead
 - Congregational discernment about the future of ministry at All Souls.
 - Forming a ministerial search committee
 - Updating church Goals.
 - Supporting the 200th Anniversary celebrations.
 - Focus on stewardship, especially among those who haven't pledged before.
- Pause for questions:
 - No questions related to what's been discussed so far.
 - Is the board interested in meeting quarterly with the Church Council?
 - Of course!
 - Given the coming need for discernment on the future of ministry.
 - Looking to the council to help plan and promote discussions.

Executive Team Reports

- The All Souls Executive Team (ET) consists of the Interim Senior Minister and the Executive Director.
 - Collaborative, co-equal leadership.
 - The Senior Minister supervises ministries and programs.
 - Not in charge of ministries, but oversees them.
 - They "hold the whole" - all systems and processes, the functioning of the church.
 - The Executive Director is in charge of the business side of the church.
 - "The flock versus the finances."
 - They handle financial reporting.
 - A 30 ft. view of business and HR.
 - Asked the question: "What will allow All Souls to lead into the future?"
 - Streamlining and modernizing operations
 - This year, took on a more visible role - church administration is a ministry of the church.

- **Interim Senior Minister Report**

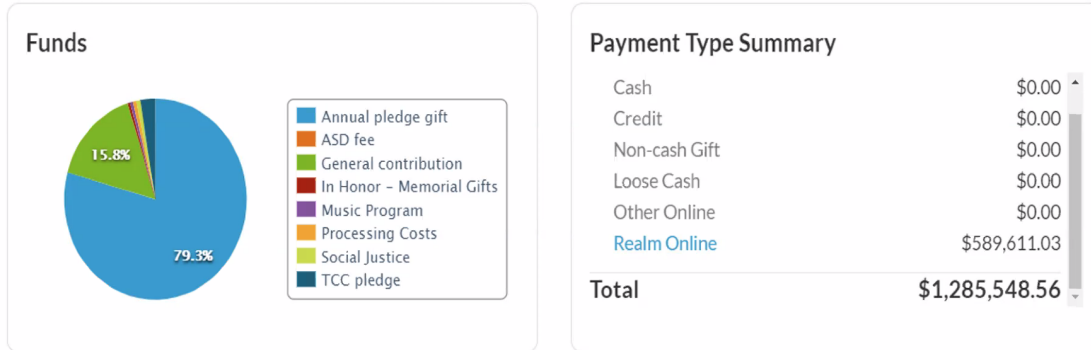
- This year, has focused on
 - governance changes
 - developing out the collaborative ET model
 - maintaining excellence in worship
 - assisting with strengthening stewardship
 - reviewing history of frequent staff turnover - informal convos but still a work in progress.
- All Souls has good bones.
 - infrastructure is sturdy - policy governance and before.
 - Have come to understand exactly why this church is so beloved.
- On the Horizon:
 - re-entry to in-person programs
 - transformative justice circles and 200th Anniversary:
 - Looking a lot at the history this year, includes skeletons in the closet.
 - New goals
 - Focusing on identity work in the coming year
 - Revisit and strengthen leadership development
 - Ongoing work about leadership - a hard year for leaders: tired and stretched thin.
 - All Souls very strong this year.
 - Denominational connections:
 - Potomac partnership, preaching on the Potomac a great way of deepening relationships, engaging with denomination.
 - Strengthening relationships with local organizations.

- **Executive Director Report**

- Budget:
 - Forgivable PPP loan of \$227,000.
 - No furloughs or staff layoffs.
 - Myssa School continued to pay their lease for all of lockdown.
- Operations
 - New IT vendor, bolstering IT security and network infrastructure - monitoring and increasing ability to work remotely.
 - Modernizing HR - new payroll service provider to modernize staff timekeeping and centralize HR documents.
 - Successful application for National Park Service registry of historic buildings - this will open up grants eligibility!
- In the upcoming year:
 - Focus on finding more grants - more systematic, phasing out era of uncertainty.
 - Have applied for \$90,000 dollars for security - cameras, etc.
 - Focus on fostering a culture of philanthropy.
- Data from OnRealm

- So happy to have followed Gary's advice and subscribed to this database. Please contact Gary and put your information in - you have control over what you enter.
 - Accuracy of demographic data is only as good as what members put into system.
- You can also contact Gary about fulfilling your pledge.

Giving July 1, 2020 – May 29, 2021



- Membership
 - Taking a long hard look at actual membership numbers - may be much lower than what our current records state.
 - We can't fulfill our mission if we don't have active members.
 - If membership #s are significantly lower than what they are here - could have impact on UUA salary recommendations.
 - Having an accurate count is Important to core donations, reporting to denomination

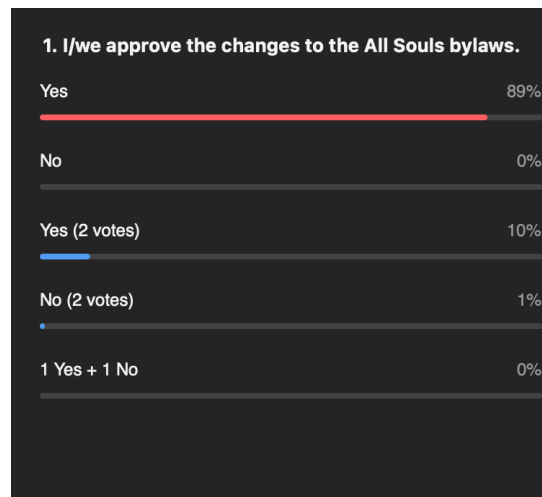
DASHBOARD

Membership Trends

Year	Total Members	Voting Members	% of Total	New Members	Resigned	Deaths
2010	1089	878	81%	152	23	9
2011	1236	985	80%	182	94	9
2012	1330	990	74%	110	31	7
2013	1344	967	72%	110	94	8
2014	1348	958	71%	137	84	4
2015	1406	956	68%	97	9	12
2016	1257	1028	82%	140	65	5
2017	1429	1082	76%	141	17	3
2018	1387	948	68%	73	120	11
2019	1428	848	59%	53	19	5
2020	1134	880	78%	33	166	6
2021	1148	792	69%	36	19	6

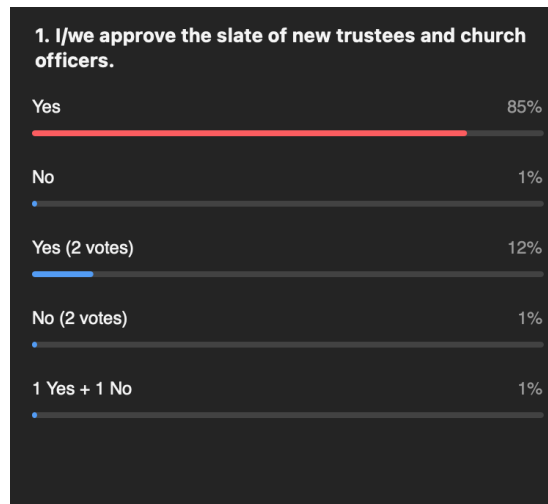
Bylaws Update

- Delivered by Board Vice President, Neil Manzulo.
- Reducing the Board size:
 - Rev. David Pyle analyzed All Souls and recommended that we should make the Board Secretary and Treasurer full voting members of the Board, and reduce the Board size by two, to maintain nine voting members.
 - In December 2019, we amended the bylaws to give the Secretary and Treasurer a vote.
 - The Board recommends that the congregation now reduce the size of the Board.
 - Rev. Dan Hodgekiss says that the ideal Board size is 6-8 members.
 - Most large UU churches have smaller Boards than All Souls.
 - Nine voting members is the traditional size of our Board.
 - More in line with recommendations for churches and nonprofits in general.
 - Easier for the LDNC to recruit nine members than eleven.
 - Over the past year, we have had two empty seats due to members resigning when the pandemic impacted their jobs. We exercised our discretion to not fill those vacancies. This size has allowed us to function effectively, and made some discussions more efficient.
 - Allows the Board to focus on putting important questions before the congregation.
 - *Motion to adopt this bylaws change.*
 - Language reviewed by Governance Committee and Maya Hermann from the LDNC.
 - *Seconded.*
 - Discussion:
 - Question about term limits - those finishing a term are not eligible to be re-elected: they have to spend time with their families.
 - *Motion is carried.*



Elections

- This section led by the LDNC.
- Nominees to the LDNC:
 - Bill Kules
 - Chuck Dulaney
- Elections for Board of Trustees
 - This was a difficult recruiting year - because of the pandemic everyone has more obligations.
 - Nominating two Board members for three-year terms - Justis Tuia and Cait Clarke.
- Officers:
 - Nominating Donna Olsen as membership secretary.
 - Also nominating three officers who have agreed to serve a second term: Erika Loke as Assistant Secretary, Brian Petruska as Assistant Treasurer, and Julia Washburn as Moderator.
- *Motion to elect Bill Kules and Chuch Dulaney to the Leadership Development and Nominating Committee, Justis Tuia and Cait Clarke as Board members, Donna Olsen as membership secretary, Erika Loke as Assistant Secretary, Brian Petruska as Assistant Treasurer, and Julia Washburn as Moderator.*
 - *Seconded.*
 - *Motion is carried.*



Budget Priorities

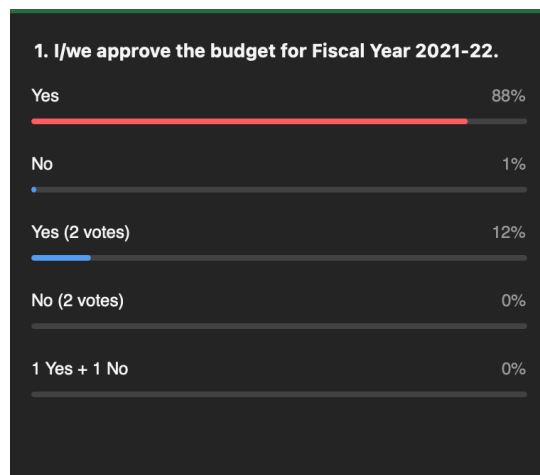
- Led by Executive Director Traci Hughes
- Budget reflects year-long conversations with congregation and Board.
- Certain key priorities:
 - Re-opening.
 - Safe environment for in-person services and events
 - Want to make sure when doors re-open, everyone feels comfortable.
 - Security upgrades, such as cameras and safety trainings.
 - Increased costs from having everyone in the building
 - Currently MYSA only in school 3 days per week - but next year, 5 days a week
 - Technology.
 - To maintain quality of worship services as we re-open - hybrid services live-streamed to a global audience.
 - Improved infrastructure
 - phased replacements of 2011-2016 desktops.
 - some software no longer supported
 - staff will continue virtual for some time
 - 200th Anniversary.
 - Once in a church lifetime chance to honor the past and prepare for the future.
 - Creative arts are integral to the celebrations.
 - commissioned piece of music
 - archival displays
 - Good opportunity to think about improved fundraising, capital campaign
 - Personnel and Programming.
 - Increase all staff by 10% to move them into compliance with UUA guidelines.
 - Pay equity a Board priority - up until now not paid in accordance with those guidelines
 - Phased approach to increasing staff salaries.
 - Fair and equitable - a social justice issue.
 - 8th principle - important for the budget to support the church's ability to walk the talk.

Budget Summary

- Led by Board Treasurer Bernard Mustafa.
- Income
 - 2.3 million total income.
 - 1.6 million core donations (pledges, plate, and other)
 - Investment income - 3rd party investments
 - Endowment distributions
 - \$87,000 in grant revenue
 - looking to extend that - important for us to grow our total.
- Expenses
 - 1.6 million in personnel
 - What's the budget process?
 - 20 or 21 interactions
 - Draft budget submitted to the congregation on May 7, 2021.
 - Budget hearing on May 8, 2021
 - Presented alternative budgets at the budget hearing, then brought back to the Board.
 - Draft budget to the Board by May 12, 2021
 - Board approves budget for presentation to the congregation: May 26, 2021.
 - Congregation approves budget June 6, 2021.
 - Mindset: a culture of philanthropy!
 - Transparency important to the process.
- Questions:
 - Who has authority?
 - Treasurer and ED presented budget and Board approved it.
 - In governance package - treasurer's report analysis of investments for the last 3 years. Did very well. One we're going to do an analysis on is Vanguard - self-managed. Something finance committee is looking at.
 - Any specific shifts in priorities?
 - Personnel costs - moving staff into UUA guidelines was a big discussion.
 - Is there anything we can't do because of lack of resources?
 - Yes, a lot. What we're going to do going forward is work on the income side.
 - Plan to fill the gap?
 - Work on income side.
 - Goal is to focus on the top line and grow the church, instead of focusing on contraction.
 - Pamela Sparr - in past drew down from endowment to cover deficit - true this year?
 - We don't expect to go any further than the 7% we budgeted for.
 - Want to figure out other ways to cover deficit. If not, it will come out of reserves.
 - With all the musical talent in the church do we really need to spend \$75,000 for outside musicians?

- The outside musicians are critical to the support of the music program. The funding reflected in the budget is the least amount needed to pay musicians for 50+ worship services for the year.
- Staff size?
 - There are 21 staff members; I have not compared staff size to other UU churches in the area.
 - There is only one other church in the UUA that is our size, and it is not in our geo index.
 - We want to be able to be in a position of incredible generosity toward our staff and ministries.
- The pipe organ renovation?
 - Likely one that would be funded by a capital campaign.
- Fair share contribution to the UUA?
 - We're not there. Paying approximately half of what UUA estimated - \$60,000 vs. a little over \$120,000.
- What percent of All Souls members pledged?
 - Pledging members and voting members are different - can contribute without pledging. Pledge is statement of intent. During the pledge drive you let us know what you will be contributing.
 - Also a distinction between members who have signed the book and congregants who just come to church.
 - Pledge unit can be an individual, couple, family, or household.
 - Goal is to close the gap between members on the book and voting members (who have made a contribution of record).
- Why tracking age?
 - Age is just one of the metrics that we can track - also helps plan messaging and engagement with people of different ages within the church. We also can track physical location, legacy giving.
- Is there a specific fundraising plan or strategy in place currently?
 - Not yet one for the upcoming church year - need to get budget passed first. If passed, we'll work on strategies for filling the deficit.
 - Last year our strategy was very specific. aligned to church member categories.
- Is there a possibility of grants from the government?
 - Yes.
- Projected deficit \$87,862?
 - We had lots of discussion that in order to accomplish all we wanted to accomplish we would have to have a deficit budget.
 - Board asked to keep it under \$100,000.
 - Not just going to accept it - going to work toward making it a break-even budget by increasing income and cutting costs.

- *Motion to adopt the budget.*
 - *Seconded.*
 - Discussion:
 - Socially responsible investing?
 - In treasurer's report, invested \$30,000 with Washington Capital investment fund which supports minority businesses, working on getting a \$10,000 match from UUA, looking to expand that with another venture.
 - Divesting from fossil fuels - something we're talking about with UUA.
 - I just looked at the UUA salary recommendations. As I understand it, we're not up to guidelines for all staff. Are we at least up to guidelines for our lowest-paid staff? (What I see in the recommendations is really low.) (e.g., if I'm reading this right, custodial staff at \$17.31/hr or \$36k/annual as minimum for our region and membership size)
 - The UUA has a range for each position that starts at the Minimum, goes to a Midpoint, and then continues to a Maximum. Under this budget, everyone on staff is between the minimum and the midpoint of the recommended ranges. Previously, some people were below the minimum.
 - Homelessness impact on church - Traci and Rob co-lead homeless ministry tasked with recommending to the ET how to move forward. We're also participating in advocacy with the city for aid for unhoused people.
 - *Motion to call the question.*
 - *Second*
 - *Motion approved.*
 - *Motion passes, budget is approved.*

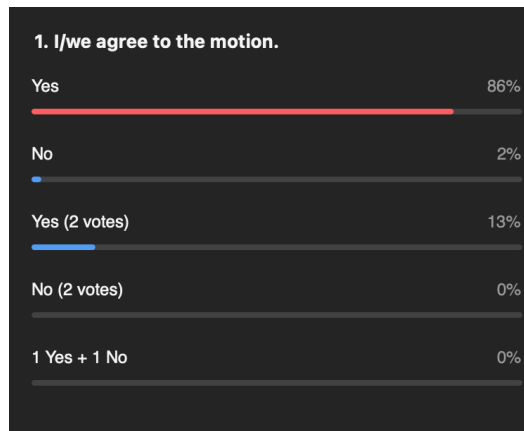


200th Anniversary Plans

- Presented by Steven Stichter and Kerry Reichs - 200th Anniversary Commission co-chairs.
- Overview
 - All Souls founded 11 November 1821
 - Planning a year of events to
 - Celebrate milestone
 - Reflect on our history in its complexity
 - Come back together
 - Lay the groundwork for our next century.
- Kick off on Homecoming Sunday, with events throughout the church year.
- Events and activities:
 - Commissioned piece based on words of A. Powell Davies.
 - Party! Finally back together!
 - ASC history book submitted for publishing.
 - Rededication after refurbishment of Eaton room.
 - Black souls story collection.
 - 2022 - anniversary of Revere Bell
 - 2024 - anniversary in building

Closing

- *Motion to adjourn at 3:11 pm.*
 - *Seconded*
 - *Motion passes - meeting adjourned at 3:12 pm.*



Respectfully submitted,

MJ Crom,
Secretary