



All Souls Church Unitarian

ANNUAL REPORT

June 2022

All Souls Board of Trustees

TABLE OF CONTENTS

All Souls Board and Officers	3
Introduction	4
Annual Report from the Interim Senior Minister	5
History	5
Identity	6
Engaging, Encouraging and Equipping Leadership	8
Denominational Connections	10
Preparing for the Future	10
Final Thoughts	11
Message from Traci L. Hughes-Trotter, Esq. – Executive Director	12
Report of the Board of Trustees	14
Background and Purpose	14
Church Goals – Imagining Our Future	14
Creation of a Ministerial Search Committee	16
Policy Compliance Report	18
Report on the Transformation Team	19
Appendix 1: Board Committee Reports	21
Report from the Committee on Finance	21
Report from the Governance Committee	23
Report from the Committee on Right Relations	24
Report from the Transformation Team	25
Appendix 2: Reverend Sinkford’s Work	27

ALL SOULS BOARD AND OFFICERS

Church Year July 1, 2021- June 30, 2022

Board of Trustees

Libbie Buchele

Cait Clarke

MJ Crom, *Secretary*

Joe Feuer

Erika Landberg

Neil Manzullo, *President*

Bernard Mustafa, *Treasurer*

Cathy Tortorici, *Vice President*

Justis Tuia

Reverend Kathleen Rolenz, *ex officio*

Executive Director Traci Hughes-Trotter, *ex officio*

Church Officers

Erika Loke, *Assistant Secretary*

Donna Olsen, *Membership Secretary*

Brian Petruska, *Assistant Treasurer*

Julia Washburn, *Moderator*

INTRODUCTION

At All Souls this year, even as a global pandemic continued to rage, we celebrated our *bicentennial*, and opened a new chapter in lay-leadership of the church. As we wrap up this year, I want to note two significant events, and extend some thanks:

- ***Imagining Our Future***. For the first time in over a decade, All Souls has fresh Church Goals, which will guide our promises to each other, our budget, our staffing, and our programs for the next five years. We have these new Goals because hundreds of congregants dedicated their time this fall to workshops where people could express their dreams for the church.
- The creation of a ***Ministerial Search Committee***. With the help of volunteers, the Board of Trustees contacted every member of the church to ask: “*Who do you trust to be on a search committee?*” We received over 650 nominations for 200 different individuals, and the Congregation voted and helped the Board create a search committee from those nominees.

More information on those events is contained later in this report, and they could not have happened without the dedicated work of Board members. I would like to thank a few Board members, who are wrapping up their time with us. With wisdom, care, grit, and humor, ***Libbie Buchele*** served as President during the first year of the pandemic. Few people at All Souls have judgment as sound as hers. ***MJ Crom*** brought not just clear, timely minutes as Secretary, but their unflappable passion for social justice in our city. ***Erika Landberg*** showed what it means to be a community organizer, recruiting so many volunteers this year, and will spend next year helping congregants participate in our search as a member of the Search Committee. ***Cathy Tortorici***, the Board’s Vice President for the past year, has been a key member of every governance group at All Souls during the past four years, and will soon move to Portland, Oregon, leaving the church’s structures stronger because of her work.

We also are saying goodbye to ***Reverend Kathleen Rolenz***. As Interim Minister for the past two years, Reverend Rolenz carried us through so much grief, and did so with a smile, a gentle nudge to re-assess our structures, and a keen interest in our identity as a community. She and ***Executive Director Traci L. Hughes-Trotter, Esq.*** provided honest, flexible leadership, as the church stepped into our next century. This summer, we welcome ***Reverend Bill Sinkford*** as our Transitional Minister for the final year of our Interim Period. You can read what he expects to work on in an appendix to this Annual Report.

In addition to the Executive Team, I would like to thank ***every staff member*** of the church. Even during a year of bitter hardship wrought by a global pandemic, ***your work made All Souls a place of solace***. You work harder and carry more burdens than most of us know. Thank you.

Finally, I want to thank ***the Congregation***. You stepped up this year. *Imagining Our Future*, the democratic-creation of the Search Committee, and so much more would not have happened without you. The next years, as we see how COVID-19 has transformed All Souls, will likely challenge us, and ***it is only your work***—your time, talent, and treasure—that ***can create the church to come***.

Neil Manzullo
President, All Souls Board of Trustees

ANNUAL REPORT FROM THE INTERIM SENIOR MINISTER

Rev. Kathleen Rolenz

All Souls Church Unitarian

Annual Meeting, Sunday June 5, 2022

It's hard to believe that two years have passed since I accepted the invitation to serve as your Interim Senior Minister! Since this is my last report to you as your Interim Senior Minister, I will be including some thoughts about the arc of these past two years.

As your interim, I have five developmental tasks for which I am accountable. They are:

- Engaging with a Congregation's History
- Exploring a Congregation's Identity
- Encouraging & Equipping New Leadership
- Strengthening Denominational Connections
- Preparing the Congregation for its Future

While this is not an exhaustive list of tasks that any interim or I have done or will do, it does provide the lens through which I interpret the interim tasks. In addition to these interim goals, the church has its own set of goals, for which the Executive Team and I are accountable.

History

From 2020-2022, the Executive Team was responsible for reporting monthly on the church goals created in 2009. In some ways, trying to live out these goals felt like putting a round peg in a square hole, because a LOT has changed since 2009!

As a congregation, you have been through more than your share of stresses. When I began to study your history, I wondered how you – as a congregation – could NOT be adversely affected by these events, ranging from ordinary stresses (building renovations, economic downturns, etc.) to extraordinary (departure of Senior and Associate Minister, public reporting on internal conflict). It would not be unusual for a congregation who has suffered this degree of trauma to be angry, bitter, divided, mistrustful of leadership; and in general, fostering a culture of toxicity which permeates all aspects of church life.

That is not what I found at All Souls.

Instead, I found a congregation that authentically owned its recent past and was committed to continuing to health and healing. I discovered a congregation who expressed genuine appreciation and support for one another, their staff, their Board, and their ministers. I found a congregation who loved and longed to be together in person. How did this happen? A partial answer to that question can be found in the second interim task: Identity.

Identity

I've read and heard a lot of stories about the hard times of your history, particularly around the dismissal of Rev. Dan Aldridge and the more recent conflict involving Rev. Hardies and Rev. Susan Newman Moore, which escalated into a church-wide and public conflict. Some left during those and other difficult times, but many more stayed. Why? Because you know that this is indeed, a unique constellation of people who feel that All Souls has the potential to manifest Beloved Community in practice. Your identity has been shaped by a vision of a multiracial, multiethnic, multigenerational, multicultural congregation that centers love and justice in equal measure. Is it perfect? Of course not. No human institution is. Is it worth it? You have kept at it for 200 years now, and I expect if current trends continue, you'll keep at it for 200 more.

Worship as a Portal to the Holy

Your identity as one of the premier churches for excellent worship service has been another factor in maintaining All Souls health and vitality. To that end, I must first commend the work of All Souls Music Program Leaders: **Jen Hayman, Director of Music; Rochelle Rice, Assistant Director of Music and the Arts; Lenard Starks, Director of Jubilee Singers.** It would take several pages to detail the accomplishments of the music program. However, the music at All Souls is more than extraordinary; it is, for many, both a personal spiritual practice (i.e, to sing in the choir/Jubilee Singers/BAM Sundays) and a portal to experiencing the Holy in embodied worship. Furthermore Jen, Rochelle and Lenard have all made concerted efforts to ensure that the musical styles presented reflect the diversity in the congregation. Working with the music and arts team at All Souls has been a ministerial dream come true.

A Congregation that Cares about People

Early on in **Rev. Louise Green's** tenure, she encouraged her colleagues and our staff to shift our thinking about pastoral care (receiving services from a minister) to congregational care. She has preached about "the eco-system of congregational care" which means that her primary role is to develop and strengthen the caring network of the congregation. I am happy to note that Rev. Louise's contract will be renewed in 2022-2023 as she has provided wise counsel, a caring and compassionate heart and a dedication to the health and well-being of All Souls. She has been a wonderful colleague to work with and I shall miss her!

A Congregation that Cares about Children and Youth

No year-end report would be complete without acknowledging the extraordinary efforts of Director of Religious Education **Dolores Miller** and **Associate Director of Children and Youth, James Ploeser.** Each and every week, they worked hard to ensure that our children and youth were involved and engaged, both on-line and in person. The multigenerational service held on May 1 and the Coming-of-Age Service held on May 22nd were testimonials to the dedication of our parents, children, youth and to Dolores and James for their experience, hard work, commitment and caring about our children and youth. Working with both Dolores and James has been a pleasure and a joy!

A Congregation that Cares about Social Justice

Your identity as a social justice church has been less robust than many of you would have liked, and that, sadly, must be attributed to Covid. Because the ability to safely gather in large numbers has not been possible for almost two solid years does not mean that social justice has not been actively at work at All Souls. The Migrant Solidarity Task Force, the Anti-Racism Work, rebuilding connections with our Washington Interfaith Network Partners, the creation of a Homeless Task Force, work to reduce gun violence and police brutality, the renewed focus on Reproductive Justice; all of these and more have been led under the capable direction and supervision of **Minister of Social Justice, Rev. Rob Keithan**. **Rev. Keithan** has been a consistent and persistent drum major for justice through these very difficult times. Working with Rev. Rob has also been a joy and a great pleasure!

Commitment to Living the 8th Principle

It's no surprise that All Souls was an early adopter of the 8th Principle, as the idea for it arose from All Souls member Dr. Paula Cole Jones. All Souls has the distinction of being one of the first – if not the first – congregations to adopt the 8th Principle to guide and direct the congregation's commitment to anti-racism and anti-oppression. I'd like to lift up the work of three important teams/initiatives that contributed to the culture-changing work embedded in the acceptance of the 8th Principle.

The **Transformation Team**, led by **Pamela Sparr** and **Derek Robinson** created a comprehensive and thorough work plan to help the Executive Team and the church discern next steps. **The 8th Principle Task Force**, led by **Tom Loke** provided both an important and necessary critique of and support for our Anti-Racism, Anti-Oppression (ARAO) efforts. **ADORE** (A Dialogue on Race and Ethnicity) surfaced issues for discussion in a safe and supportive environment. In addition, the on-going encouragement of all ASC members to attend the Jubilee World Trainings has contributed to an expectation that all members and friends of All Souls will engage in some form of anti-racist, anti-oppression work as part of involvement with All Souls.

If we were to create a Venn diagram of these events, the person who would be at the center of it all would be **Paula Cole Jones**. Paula has been a tireless advocate and worker for our ARAO work, which extends beyond her home congregation of ASC. She was awarded an honorary doctoral degree from Meadville Lombard Theological School as well as a new award—the Paula Cole Jones Transformation Award—from the All Souls Church Unitarian itself. In addition to her many achievements, she has also volunteered to serve on the Search Committee for the new Settled Minister or Ministry Team at ASC. Thank you, Paula, for your ministry of service!

Diversifying Ministry & Staff

With the departure of **Rev. Tony Coleman** in December 2020, All Souls Ministry Team consisted of three white ministers. The Visiting Ministers Program was created in January 2021-May 2021 to bring colleagues of color to All Souls (virtual) pulpit. We welcomed such luminaries as: **Rev. Kimberly Quinn**, **Rev. Elizabeth Nguyen**, **Rev. Mykal Slack**, **Rev. John Crestwell**, and **Rev. Jonipher Kwong**. Each colleague brought a richness of theological and spiritual diversity to the worshipping life of All Souls.

In addition, Rev. Mykal met with our Trans Souls group and Rev. Jonipher met with our AAPI group after their respective services.

In Winter 2021, a small team from Adult Spiritual Development Program interviewed candidates for a part-time position as Minister of Adult Spiritual Development. Despite having some excellent applicants, we were unable to find the right person for the position. Aware of how unbalanced our ministry team had become, I suggested that we create a Minister-in-Residence Program, from September 2021 – June 2022.

The idea behind the Minister-in-Residence program was to invite a senior colleague of color to come to All Souls monthly, to preach, teach and provide pastoral care. They would offer insight, experience, knowledge, and perspective on both the interim time and the tasks ahead. I mused about who would be the very best person for the role and only one name came to mind: **Rev. Dr. Bill Sinkford**. Rev. Sinkford has served as Senior Minister at the First Unitarian Church of Portland, OR for the past twelve years and had already announced his retirement as of June 2022. The idea of sharing the ministry between these two beloved congregations was intriguing to Bill and he said “yes!” In May 2021, we announced this new position to begin in the Fall.

With Rev. Sinkford’s yes, I began to think more deeply about leadership needs at All Souls. That takes us to the third developmental task of Interim Ministry:

Engaging, Encouraging and Equipping Leadership

The First A. Powell Davies Intern

In January 2021, I attended the Jubilee II Workshop, led by Paula Cole Jones and others. There, I met a young woman who was enrolled in the Master of Arts in Leadership Studies (MALS) Program at Meadville Lombard Theological School. She was impressive! In late summer, that same student, **Ebony Peace**, asked if All Souls might consider serving as an internship site, which was a requirement of her leadership program. Thanks to a creative financial solution from **Executive Director Traci Hughes-Trotter**, we were able to fund the first **A. Powell Davies Internship** for 2021-2022. Ebony Peace’s powerful sermons, her life experience, her love for Unitarian Universalism and her on-going leadership skills all have left an indelible mark on this congregation. I can hardly wait to see what she does next!

Extending the Interim

In Winter 2021, the Board of Trustees wisely decided to extend the interim period from the traditional two to three years. Because of Covid and lockdown, we realized that we had not made much progress on some of the basic tasks of interim ministry. Furthermore, we were not ready to pull together a search committee. The question that both the Board and I were considering was “who would be the best person for the third year of the interim?”

A Different interim

I was interested in continuing. However, by Fall 2021, I realized that while the interim was going well, there were needs the church had which may be better served by a different interim minister. Through a process of discernment and assessment of need, the Board and wondered if Rev. Sinkford would be willing to serve as a Transitional Minister for the 2022-2023 church year. Although Rev. Sinkford is not a trained and accredited Interim Minister, he brings a depth of experience, wisdom, knowledge, and skills to his ministry. He also brings a love of All Souls and Washington DC. I could not be more delighted that he and Maria once again said “yes” to this new adventure.

The Executive Team: A Co-Equal Collaboration

Before I arrived, the Board had already determined that the relationship between the Senior Minister and the Executive Director should be a co-equal partnership. **Traci Hughes-Trotter, Esq.** had been hired the year before; so she had just one year under her belt before I started. Working with Traci as a partner in this ministry has also been one of the most deeply satisfying experiences of my ministerial career. Her professionalism, her calm, steady strength while under pressure, her spiritual integrity, her ability to crunch numbers, preach stewardship without shaming, and keep All Souls from kicking the can of maintenance and repair – is beyond impressive. I am proud to not only call her my colleague in ministry, but friend. I will miss her AND I will be cheering her on from the sidelines as she pursues the next step in her own spiritual journey.

The Board’s Leadership during the Interim Time

Many of the Board accomplishments are recounted elsewhere in this report, so I won’t repeat them here. Let me simply say that working with the last two Boards at All Souls have been among the best board experiences of my career. **Libbie Buchele** was Board President from August 2020 – June 2021. Her long-standing knowledge of the congregation, its people and culture provided an important grounding for the beginning of this interim. Her leadership abilities and love of this congregation helped to start this interim off on the right foot. **Neil Manzullo** (President) and **Cathy Tortorici** (Vice President) both brought an understanding about the disciplines of Policy-Based Governance and helped the Board to adopt the disciplines of Policy-based governance more authentically. Their understanding of PBG provided some much-needed clarity with regards to the respective roles of the Board and the Executive Team. I am extremely grateful for their guidance, leadership and partnership during these past two years.

Leadership Development at All Souls

Almost all ministers (interim and settled alike) have reported that one of the critical tasks in Fall 2022 will be to rebuild membership and volunteer commitment. All Souls has not been immune to this reality. There is a core membership that has remained steady throughout the pandemic – and they are to be commended for their faithfulness! At the same time, our volunteer muscles have become atrophied. We need to learn how to identify, recruit, train, equip, support and celebrate volunteers in ways which we have not fully realized in past.

This Spring, I partnered with Church Moderator, **Julia Washburn** to lead what was supposed to be Part I of a two-part session for developing new leaders. Unfortunately, the 2nd session was cancelled due to low sign ups. Developing new leaders remains an important task for the third and final year of the interim time.

Membership at All Souls

In addition, All Souls will need to take seriously their membership roster. Although membership numbers are notoriously mercurial, it appears that All Souls has lost about 200 members since 2019. It will take some diligent analysis to determine whether this loss is due to prior conflict, Covid or less than robust tracking. Currently, we believe All Souls is at about 750 “real” members.

Denominational Connections

Denominational Support

The fourth interim task is to deepen denominational connections. With long-time ministries, congregations tend to either become insular and not need or want the help from “outside sources” or may have felt burned or betrayed by denominational resources. However, during my two years, All Souls has reached out to Regional Staff Lead **Rev. Megan Foley**, **Rev. Evin Carville Ziemer**, have consulted with **Rev. Keith Kron** and **Christine Purcell** of the Transitions Office and employed the services of Unity Consulting Consultant Laura Park. All Souls has also provided support to BLUU (Black Lives UU) and DRUUMM (Diverse Revolutionary UU Multicultural Ministries). With Transitional Minister and former President of the Association **Rev. Bill Sinkford**’s work with All Souls next year, I am confident that this goal will be thoroughly addressed.

Preaching Up the Potomac

In July 2021, I was integral in the development of what became known as “Preaching Up the Potomac” a summer worship series shared between five congregations of the District, Maryland and Virginia. As our five congregations grappled with exhaustion and burn-out; and uncertainty about the wisdom of gathering in person, we decided to each take a Sunday and invite our fellow UU’s to “attend” virtually. This summer 2022, we plan to do the same, only the host congregation will offer the service in-person and on live-stream. The purpose of this is to foster deeper connections between congregations and ultimately, to share resources, time and talent. It’s my hope that this kind of collaboration will continue as the new minister is called and settled in at All Souls.

Preparing for the Future

All Souls has much to be proud of these past two years. If we simply survived Covid together – it would be enough. If the Board had only led the congregation through, the Imagining the Future Process, it would have been enough. If All Souls had only selected the Search Committee, it would have been enough. But these are just the tip of the iceberg of the incredible work done these past two years.

No report would be complete without acknowledging the work of my Transitions Team. The Transitions Team is a requirement of all interim ministers, who help interpret transitional ministry to the congregation and provide feedback to the interim minister about how the interim is unfolding. I owe a debt of gratitude for my spectacular **Transitions Team**, composed of **Georgie Yuan, Shige Sakurai, Adam Ortiz, Patee Roper, Zachary Morrice, and Judith Bauer**. They offered insight, wisdom and wise counsel, especially when I found myself in a difficult or troubling situation.

Being able to work with my colleague **Rev. Dr. Bill Sinkford** has been a special joy this past year. His pastoral presence combined with ministerial savvy and insight has been a boon and a blessing.

All Souls Staff with whom I have worked closely these past two years, bear special recognition as well. **Joanne Blanco** as Office Manager and Events Coordinator has kept the wheels on the large bus that is All Souls from spinning off! **Rose Eaton's** new role as Communications Manager has made all of our communications sparkle as she continues to think creatively about her work; **Gary Penn** as Membership Manager has created a welcoming environment bringing in some 60 new members even during Covid; he's also been invaluable in navigating our complex membership and data base systems; front desk staff **David Lindsay, Ebonie Sizemore**, provide a welcoming presence on the phone and in person, and our facilities staff, led by **Solomon Teklemicael**, with **Mario Gavidia, Hanna Okubamicael, Yodit Okubamicael** and **Azeb Yohannes**, all have worked very hard to keep the building clean and our events well supported.

Final Thoughts

I've told some of you that I came to All Souls anticipating a congregation that was contentious. I found exactly the opposite! I discovered a congregation that truly cares about the church, its ministers, its staff and doing justice. As I come to the end of my time with you, I keep hearing the last two verses "#1 May Nothing Evil Cross This Door" as a blessing and a benediction:

*Peace shall walk softly through these rooms, touching our lips with holy wine,
till every casual corner blooms into a shrine.*

*With laughter drown the raucous shout, and, though these sheltering walls are thin,
may they be strong to keep hate out and hold love in.*

May you always hold and keep the love within, among and beyond these walls.

I love you, All Souls.

Thanks for the gift of this service,

Rev. Kathleen Rolenz

MESSAGE FROM TRACI L. HUGHES-TROTTER, ESQ. – EXECUTIVE DIRECTOR

Hello All Souls!

First, I must say that it is the honor of my lifetime to serve as your Executive Director. I am so deeply grateful to each of you, the staff and the many communities who have worked so hard to stay connected and in fellowship.

You have likely noticed over the past year that I have been a more visible presence. I felt it was important that you, the Congregation, know that my approach as your executive director embodies a spirit-lead, wholistic view of service. As co-equal leaders, Rev. Kathleen and I have made a concerted effort to lift up all areas of church operations because administration, worship, Religious Education, and social justice are each unique forms of ministry that are vital to the life, health, and sustainability of All Souls. It is another way to honor your choice to include All Souls as part of your journey.

For that reason, the All Souls staff worked to ensure that we were doing everything possible to make connections easier while Covid forced us to be apart, and to continue to offer safe ways to gather in person. The offer of hybrid service required investments in cameras, streaming technology and audio/visual equipment that has allowed All Souls to “do church” in a way that continues to attract people from all over the country, and some from around the world.

Another important focus was the building. As we celebrated the bicentennial, we were dealing with some long-delayed repairs of our historic 200 year old building – namely, the courtyard drainage system. The multiple drains built under the courtyard when the building was erected were never properly connected. And as it does, water will always find its way. It seeped into the walls on the lower level significantly damaging RE classrooms. In December of 2021, All Souls hired a woman/minority owned company to connect the drains and waterproof the courtyard and the leaking has stopped, but we know that without replacing all of the exterior drains, the sealing of the courtyard will be just a temporary fix, and the patchwork of repairs to the roof will cause further damage.

So that we can get a handle on all of the needed capital repairs, the Executive Team has engaged the architect for the last major renovation to do a facility assessment. That report will rate the urgency of the repairs so that the congregation can plan a capital campaign that will address a phased repair schedule.

This second year of the interim minister has also shifted a focus to the streamlining of operations. We have upgraded the accounting software, streamlined an evaluation process for staff that is entirely online, and have simplified the payment process for vendors.

Finally, as we look toward the third year of transition with Reverend Bill Sinkford, he and I will work closely together to regather the congregation in the building; improve our outreach to those who are only engaging with All Souls during hybrid services; work with staff to formulate the means of implementing the new church goals through administration and programming; and to work with the transformation consultants to implement the 8th principle into performance goals of church employees. This will be a team effort. In order to continue to fulfil the vision of the church, your financial support is vital.

All Souls, there is much to do to rebuild and regather after a pandemic. We, the staff, stand ready to welcome you with open arms and open hearts.

I am so hopeful and excited for what shall be. Until the next time we can gather and behold one another, I remain gladly in your service.

Warmly,

A handwritten signature in blue ink, appearing to read "Levi". The signature is written in a cursive style with a large initial letter.

REPORT OF THE BOARD OF TRUSTEES

Background and Purpose

Under our system of governance, which is called “policy governance,” the Board of Trustees (Board) is the **steward** for the values of All Souls. The Board acts as the steward of our values by writing policies that name and describe our values and then by monitoring whether the church follows those policies.

Each year, the Board has the responsibility of making two reports to the Congregation on its role as the protector of All Souls’ values: a **Church Goals Report** (which this year covers the *Imagining Our Future* project) and a **Policy Compliance Report**. In addition to reporting on Church Goals and policies, this Annual Report includes information on the creation of a **Ministerial Search Committee**.

Church Goals – Imagining Our Future

Background

Church Goals center our covenantal community by describing the shared dreams that we, as a community of communities, strive to realize. They provide direction to church staff and guide our budgeting. We ask staff to work on these Goals by designing classes, music, services, and programs to help the church reach the Goals. The Church Goals **define our destination** as a congregation.

The **typical lifespan** of a Church Goal is about five years, and All Souls had kept the same set of Church Goals since 2010. Those 2010 goals needed to be updated to meet the **contemporary needs** of the Church. For more information about the 2010 Church Goals please refer to the Board’s June 2021 Annual Report.

Process to Create the Church Goals

In order to create new Church Goals, from September to November 2021, the Board hosted a series of ***Imagining Our Future workshops*** to gather congregant information to establish a set of new Church Goals. Congregants (close to **300 participants**, approximately 35% of the church’s voting members, and demographically representative of the church) participated in a series of guided discussions using an *Appreciative Inquiry* model. *Appreciative Inquiry* is a process that uses stories about people’s peak experiences with an organization to uncover an organization’s strengths so they can build on those strengths for the future.

During these workshops, congregants **connected** with each other, **shared** their **experiences** of transcendence and wonder (the first source of Unitarian Universalism), and **dreamt big** about the future of All Souls. Board members attended every workshop, listened, and collected detailed notes, with over 1,000 pieces of data. Board members used these notes to develop a series of **themes** that were used to draft new Church Goals at a weekend retreat in January. The Board also committed to analyze the data collected from the congregant workshops to update the Church’s **mission statement**.

In March, the Board circulated a draft of the new Church Goals, received dozens of comments on them, and then revised the drafts based on congregant feedback. Then, on April 3, 2022, the Church held a **special service** focused on the Church Goals to explain them and their importance for our community. The Board then held a series of **conversations** in early-mid April 2022 with congregants to discuss this final set of Church Goals. Once the final church goals were developed, congregants participated in the **Vote for Our Future** during the first weeks of April 2022. Congregants **overwhelmingly voted (97%) to adopt** the following new Church Goals.

New Church Goals

The people of All Souls Church will use our time, talent, and treasure to:

1. **Become** a multi-cultural, multi-racial, multi-generational spiritual community that is grounded in authentic relationships, trust, and belonging.
2. **Welcome** all people of good will with radical hospitality and inclusion.
3. **Deepen** our spiritual lives through learning and creative expression.
4. **Act** accountably to dismantle racism and other oppressions in ourselves and our institutions.
5. **Connect** with each other and our neighbors in new ways and in a well-maintained historic building.
6. **Serve** the needs of those in our city in partnership with local organizations.
7. **Love** and care for one another across the lifespan in times of joy, sorrow, and transition.

Re-Affirmed Mission Statement

In *A Vote for Our Future*, Congregants also **overwhelmingly voted (99%) to affirm** a slightly modified version of the Church's **mission statement** from 2002 that better reflects the church through the inclusion of the phrase, *beloved community*. The new mission statement, which the Board has submitted for confirmation at the June 2022 Annual Meeting, states that **our purpose** as a church is:

“To create a diverse, spirit-growing, justice-seeking, Beloved Community that transforms ourselves and our world into one great family of all souls.”

Creation of a Ministerial Search Committee

Background

Under the Church's bylaws, the Congregation itself calls ministers, and the **vote** to **call** the next settled ministry at All Souls will happen in the **spring** of **2023**.

To find the Church's next settled ministry, the Board followed the **process recommended** by the **Unitarian Universalist Association (UUA)**. Under this process, the Board creates a **Ministerial Search Committee**, with seven to nine members, which is independent of and accountable to the Board. The Ministerial Search Committee will likely receive **applications** from solo ministers as well as from co-ministers, whether partnered or un-partnered. It is the charge and job of the Search Committee to look for the **best ministry match** for All Souls and to **carefully consider** each of these applicants.

Process Used to Select the Ministerial Search Committee

The process for creating the Ministerial Search Committee focused on **hearing from as many congregants as possible**. The Board, along with many lay volunteers, **contacted every member** of the church during February and March 2022 to ask them **who they trust** to be on a Ministerial Search Committee. The Board received over **650 nominations** for more than **200 different individuals**.

The Board then contacted people who had been nominated many times to ask them if they would be interested in serving on a Ministerial Search Committee. In April 2022, congregants voted on the names of people who were nominated many times and willing to serve. Congregational **candidates** represented individuals that were **deeply** and **broadly trusted** by the Congregation and **have actively worked** to **advance** the mission of the Church. Biographies were provided on each candidate to help the congregation as they considered who to vote for.

After the congregational vote that ended on April 17, 2022, the Board moved through a process of **religious discernment**, connecting their decision in search committee selection back to the Church's Goals and mission which includes the concept of the **beloved community**. In addition, to ensure that the individuals selected for the Ministerial Search Committee represented the congregation, they also followed the UUA's advice on committee selection which included the following **factors**:

- The search committee should represent the entire congregation
- The search committee should be trusted by the congregation
- The search committee should be in touch with the changing nature of the congregation
- The search committee should be responsible for developing a good process for itself, the congregation, and Unitarian Universalism

The Board then voted on April 27, 2022, to create the Ministerial Search Committee and announced the **following members** of the Ministerial Search Committee to the congregation: Nadine Bowden,

Morgan Duncan, Mark Ewert, Gregory Ford, Carolynn Fowler-Smith, Paula Cole Jones, Jen Keller, Erika Landberg, and T. Vatnick.

Traci Hughes-Trotter, as the Executive Director, will serve as an *ex officio* member of the committee. In that role, the Executive Director will attend the search committee's initial retreat, be a part of their covenant, work with the committee on the details of the Congregational Record and participate in final interviews. This will allow the Ministerial Search Committee and Executive Director to educate applicants about the **co-equal model of leadership** that has allowed us to model collaboration from the top, and it will allow interested candidates to **get to know** the person they will lead the church with. The Board, Reverends Rolenz and Sinkford supported this level of inclusion for the Executive Director.

Next Steps for the Ministerial Search Committee

The Board gave the following **charge** to the newly formed Ministerial Search Committee:

- Recognize that they hold a **sacred trust** for the Congregation to find our next ministry.
- **Listen** to and learn from the Congregation as it shares its hopes and concerns for the next ministry.
- **Represent** the whole Congregation and **put aside any personal agenda** in choosing the best ministry match for our church.
- Promote the ministry opportunity with **enthusiasm** for our strengths and candor about our challenges.
- Discuss with potential candidates our congregationally-adopted **Church Goals**.
- Acknowledge that All Souls is in a moment of **transformation**, and thoughtfully pursue that transformation.
- Commit to understanding the impact of the **8th Principle** on their work
- Follow or carefully modify the recommended **processes** and covenant of our Association for a search.
- Seek appropriate **advice** and **input** from the Board and Executive Team, especially on issues related to the structure of the Executive Team.
- Include the **Executive Director** in the Search Committee Retreat and in the formation of the Search Committee's covenant, which should cover her role in the search process, so that potential candidates understand and will succeed in our co-equal Executive Team.
- Commit to an **inclusive search process**, recognizing the unique gifts and identities of ministers and the members of the Search Committee.
- Fully and fairly **consider all applicants**.
- Be **transparent** with the Congregation and leadership throughout the search process about the parts of their work which are not confidential.

As part of a nearly year-long process, the Ministerial Search Committee will gather the **hopes** and **needs** of the congregation, **represent** the **congregation** to potential **applicants** through the creation of a detailed search profile, and evaluate applicants, discerning the best match for the congregation. The Ministerial Search Committee will also attend a retreat during Summer 2022, hear from the

congregation in the Fall of 2022 about their thoughts on the characteristics of a new minister(s), and narrow down the list of applicants to pre-candidates in January 2023.

Policy Compliance Report

The Executive Team has broad discretion to creatively determine the best way to pursue our Church Goals. The Board, however, is required to establish policies that limit the Executive Team's discretion by **naming values** that govern our church's actions. For instance, the Board prohibits the Executive Team from having an "unsafe" work environment because a value of our church—which has been especially important during the pandemic—is to allow church staff to work safely. As the Executive Team pursues our Church Goals, they always need to be (and are) mindful of these policies that **limit** what the church can do.

This year, the Board continued to **work on its role as an accountability partner** for the Executive Team. The Board set a schedule for receiving policy compliance **monitoring reports**, worked with the Executive Team to receive and discuss **written interpretations** of our policies, and discussed with the Executive Team the church's compliance with policies.

The Board has received and discussed **monitoring reports** on:

- Financial Management
- Protection of Assets
- Staff & Volunteer Treatment
- Communications
- Anti-Racism, Anti-Oppression (scheduled for June 2022)

This monitoring revealed that the church **complies with most policies**. Detailed information about policy compliance is available in the Board's minutes.

One large section of Board policies deals with the **treatment of staff**, and these policies were largely re-written and re-worked last church year to incorporate the 8th Principle into our written policies. To monitor compliance, the Board conducted a **confidential survey of staff** to check on compliance with policies requiring annual performance evaluations, constructive feedback, effective conflict resolution processes, and more. The survey revealed that the church was largely in compliance with our staff policies, although showed some potential areas for improvement, and the Board asked the Executive Team to prepare a plan to identify and address those areas for improvement by August 2022. Next year, the Board hopes to increase the percentage of staff participating in this survey.

REPORT ON THE TRANSFORMATION TEAM

During the past year, the Board worked with the Transformation Team to **pass on the work of implementing the 8th Principle** to a **new group**, co-led by a lay leader and a staff person, and to **sunset** the Team as a **Board committee**.

All Souls generally has **two types of committees**: “**Board** committees, which advise and assist the Board” and “**implementing** committees, which work collaboratively with the Executive Team to propose operating policies and manage the programs that advance the Church’s Goals.” (Bylaws, Article XI, Section 2.) “Board Committees assist the Board by preparing policy alternatives and suggesting their implications for Board deliberations . . . Board Committees cannot exercise authority over Staff and will not normally deal with current Staff operations.” (Policy Governance Framework, Section E.)

The Board created the Transformation Team in **April 2018** as a **temporary Board committee** with specific purposes. Under its Terms of Reference, the Team “shall be formally dissolved when its purposes have been fulfilled in the opinion of a majority of the Board of Trustees, after considering the recommendation of the Team.”

The Transformation Team has been co-led over the years by **Paula Cole Jones, Pam Sparr, and Derek Robinson**. Since its creation, the Team has taken numerous steps to fulfill its purposes and has accomplished much. The Team’s accomplishments include:

- **interviewing** dozens of congregants about the pain they experienced with Reverend Dr. Susan Newman Moore’s departure;
- holding with the staff a series of “**Transformation Sundays**” where that pain was discussed during the services themselves;
- proposing numerous **updates to governance** policies and church staffing structures, many of which have now been adopted;
- preparing a long-term **road map** for transformation work at All Souls; and
- publishing a comprehensive **annual report** for the Congregation on their transformation work.

With this work done, many of the purposes outlined in the Terms of Reference are now fulfilled, although there is still work left to do on some of those purposes, and certainly work left to do on the 8th Principle.

During the past church year, the Board’s Governance Committee met with the Transformation Team’s co-leads (Pam Sparr and Derek Robinson), and the Committee and Team co-leads also met with the Executive Team and Reverend Keithan. Broadly, they discussed that it makes sense for the Board to dissolve the Transformation Team.

Board Committees typically work at the Board (policy) level. In April 2021, the Board adopted a large swath of 8th Principle-focused policies, at the recommendation of the Governance Task Force, which had reviewed and discussed the Transformation Team's own policy recommendations with the Team. Now, much of the church's **transformation work** seems to be **shifting into the operation** (staff) level, rather than the policy (Board) level.

With that shift to transformation work in actual church operations, it made sense to dissolve the Transformation Team, and allow the energy of that Team to shift over to the operational/programmatic side of the church. Additionally, the conversations identified that it would make sense for the 8th Principle Task Force (a group that formed several years ago to help the church adopt the 8th Principle, and which has been a central hub for people interested in transformation work) to also dissolve.

The conversations between the Governance Committee, Transformation Team, and staff also led to the Board asking the staff to **create a new group** that would be accountable to the staff. This group is being co-led by **Reverend Keithan and Bill Rice**, and the Board asked that the team focus on three broad types of work: practical work; advisory work; and strategic work.

- **Practical work** means work that involves steps taken to implement the 8th Principle in the operations of the church, such as coaching and educating lay committee members on how to implement the 8th Principle in their group.
- **Advisory work** means helping the Executive Team, Board, and other groups think about what transformation needs may exist at the church and acting as an honest partner to give advice on that work.
- **Strategic work** means helping church groups and people identify what similar transformation work is going on at the church. This will help avoid overlap and help connect and align groups with similar focuses.

The Board also will work to prepare a **full report** on the successes of the Transformation Team, for the 5th Anniversary of the adoption of the 8th Principle, in **December 2022**.

APPENDIX 1: BOARD COMMITTEE REPORTS

While most committees and groups within the church are not Board committees, the Board does have several committees that report to it, advise it, and help it conduct its work.

This appendix contains reports submitted by Board committees to describe their work during the past year as well as some of their upcoming work.

Report from the Committee on Finance

The Treasurer, Bernard Mustafa, has overall responsibility for the congregation’s financial activities and is a voting member of the Board. The Finance Committee (Lead by the Treasurer) oversees the financial affairs of the church and is an advisory committee to the Board. Finance Committee members are Brian Petruska (Assistant Treasurer), Pamela Amos (Investment Sub Committee), Emily Willson, John Strongman, and Traci Hughes-Trotter (Executive Director). The Finance Committee meets the third Monday of each month to review the financial results of the previous month. The treasurer provides a written report to Board of monthly. At the end of each quarter the treasurer provides the Board with an analysis of financial performance and trends.

March & Q3 YTD 2022 Board Income Statement

	Mar 22	Budget	\$ Over Budget	Jul '21 - Mar 22	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4000 · Core Donations	140,670	129,750	10,920	1,113,487	1,167,750	(54,263)	1,557,000
4100 · Contributions	160	1,438	(1,278)	7,705	12,937	(5,232)	17,250
4300 · Investment Income	5	14,550	(14,544)	118,175	130,946	(12,771)	174,594
4400 · Facilities Usage	26,399	18,877	7,522	193,654	169,897	23,757	226,529
4500 · Core Program Revenues	5,170	5,442	(272)	13,250	48,975	(35,725)	65,300
4600 · Other Program/Committee Rev	2,170	2,758	(588)	3,770	24,818	(21,048)	33,090
4700 · Fundraisers	-	275	(275)	-	2,475	(2,475)	3,300
4800 · Grant Revenue	-	7,309	(7,309)	25,000	65,785	(40,785)	87,713
4900 · Endowment Distributions	-	13,986	(13,986)	103,247	125,873	(22,626)	167,831
Total Income	174,574	194,384	(19,810)	1,578,287	1,749,455	(171,168)	2,332,607
Gross Profit	174,574	194,384	(19,810)	1,578,287	1,749,455	(171,168)	2,332,607
Expense							
5000 · Personnel	126,672	136,069	9,397	1,149,384	1,224,618	75,234	1,632,824
6000 · Building Expenses	24,059	15,933	(8,126)	146,219	143,400	(2,819)	191,200
6500 · Operating Expenses	15,566	20,542	4,975	162,366	184,875	22,509	246,500
6800 · Denominational Support	5,000	5,000	-	45,000	45,000	-	60,000
7000 · Core Program Expenses	10,147	12,856	2,709	72,153	115,706	43,553	154,275
8100 · Other Programs/Activities Exps	905	5,554	4,649	32,315	49,988	17,673	66,650
8600 · Fundraising Expenses	-	892	892	-	8,025	8,025	10,700
9500 · Beckner & Shively Expenses	-	-	-	3,250	-	(3,250)	-
9700 · Transfer Clearing Acct	-	-	-	538	-	(538)	-
9800 · Third Century Campaign	3,870	4,167	297	34,641	37,500	2,859	50,000
9808 · Capital Reserve	833	833	(0)	7,500	7,500	(0)	10,000
Total Expense	187,052	201,846	14,793	1,653,366	1,816,612	(163,246)	2,422,149
Net Ordinary Income	(12,479)	(7,462)	(5,017)	(75,079)	(67,157)	(7,922)	(89,542)
Net Income	(12,479)	(7,462)	(5,017)	(75,079)	(67,157)	(7,922)	(89,542)

Endowments & Investments

Endowment Performance

The Executive Director reported to the Board, the Church is following the Investment Policy dated November 2019.

The Treasurer and Executive Director conducted a financial performance analysis of endowments, using Investment Manager reports. Below is summary analysis of the Church investments and Endowments returns 1,2&3-year periods as of December 31, 2021.

Year 2021	TIFF MAF	UUCEF	Vanguard	Total
1 Year Return				
Starting balance	\$ 3,055,410	\$ 2,049,577	\$ 1,383,292	\$ 6,488,278
Ending balance	\$ 3,069,814	\$ 1,887,040	\$ 1,503,596	\$ 6,460,450
Withdrawals	\$ 343,328	\$ 307,734	\$ 60,539	\$ 711,601
Rate of Return	11.7%	7.1%	13.1%	10.5%
2 Year Return				
Rate of Return	14.3%	9.1%	10.1%	11.8%
3 Year Return				
Rate of Return	15.0%	11.8%	12.8%	13.5%

The Treasurer and Executive Director attended Unitarian Universalist Common Endowment Fund (UUCEF) quarterly investor calls. During 2021, there have been updates to allocations of the UUCEF endowment funds among investment vehicles. The finance committee is reviewing Vanguard and TIFF investment group allocations.

Community Investments

Last year the Board reaffirmed our congregation's commitment to values-aligned investment, including a target using at least one percent of total endowment funds for community investments. The Church Investment Policy defines community investing as providing access to capital for low-income entities and individuals in the Washington, DC metropolitan area. After completing due diligence, the Finance Committee recommended to the Board a community investment into the Washington Area Community Investment Fund (Wacif).

Wacif's mission statement is: "Established in 1987, the Washington Area Community Investment Fund's mission is to increase equity and economic opportunity in underserved communities in the Washington, DC area by investing knowledge, social, and financial capital in low- and moderate-income entrepreneurs. Our mission is driven by three strategic pillars: inclusive entrepreneurship, community wealth building, and equitable economic development, and is fulfilled by providing access to capital products and services, and capacity building technical assistance to low- and moderate-income

Appendix 1: Reports Submitted by Board Committees

entrepreneurs.” The Church has invested \$30,000 into the Wacif Fund for a 3-year term at 1.25% annum. In addition, the Church requested a \$10,000 matching contribution from the UUCEF.

Annual Distribution

The Finance Committee recommended the level of distribution from Church endowments for the 2023 budget to be up to 6% of the endowment.

Paycheck Protection Program (PPP) loan

May 2020, the Church received \$226,000 Paycheck Protection Program loan from Industrial Bank. This loan was forgiven in August 2021.

Independent Accountants' Reviews for Years Ending June 30, 2020 and June 30, 2021

In December 2019 the Church changed its fiscal year from a calendar year to fiscal year starting July 1 ending June 30. Consequently, the Independent Accountant's review conducted by Ubelhart, Rogstad & Associates, P.C. covered two periods or 18 months (A short year January 1, 2020 - June 30, 2020, and full year July 1, 2020 – June 30, 2021). The Independent Accountants issued two reports. Their review includes primarily applying analytical procedures to management's financial data and making inquiries of the organization's management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, they did not express such an opinion.

The Accountants' Conclusion was: “Based on our review, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in accordance with accounting principles generally accepted in the United States of America.”

As is Church policy, our financials will be audited for our fiscal year concluded June 30, 2022.

Report from the Governance Committee

The Governance Committee is a committee of the Board that advises the Board on governance topics.

Imagining Our Future

The Governance Committee (Erika Landberg, Neil Manzullo, and Cathy Tortorici) formed the core group of Board members that organized and led the *Imagining Our Future* project. The church's governance system works best when it operates around a fresh set of Church Goals, which this project provided.

Bylaws and Policy Governance Review

The Governance Committee worked with the Leadership Development & Nominating Committee to develop and propose a set of recommended bylaws updates for the Congregation. Additionally, the

Appendix 1: Reports Submitted by Board Committees

Governance Committee recommended the Board create a task force to do a full review of the Congregation's bylaws during the interim period.

The Governance Committee also recommended updates to our Governance framework to incorporate the new Church Goals.

Committee Review

In January 2021, the Board asked the Governance Committee to begin a review of Board committees. Many of these committees have out of date terms of reference or were designed for churches of a smaller size. During the past year, the Governance Committee worked with the Transformation Team to review that committee and pass off its work to the new 8th Principle Advisory Team.

The Governance Committee also worked with the Committee on Ministry to formally dissolve that committee. During the interim period, the Committee on Ministry had been on hiatus, discussing what its role should be as the Church moves into new ministerial leadership, and its role as a committee to support a Senior Minister was not needed, since the Interim Minister had her own support committee. The Committee on Ministry recommended the Board formally disband it, and its members remained available for reviewing and recommending for congregational sponsorship any ministerial candidates.

The Governance Committee also recommended updates to its own Terms of Reference, which the Board approved, to clarify the membership and mission of the committee.

Report from the Committee on Right Relations

The Committee on Right Relations is a committee created by the Board to support and strengthen All Souls' realization of our Covenant of Right Relations, educate the congregation about the Covenant, provide training for church leaders, recruit and train facilitators, solicit input from congregants on the state of Right Relations, and process requests for assistance in managing conflict. Its members are: Macani Toungara and Kyla Dixon, co-chairs, Taylor Johnson, Sharon Kniss, and Kim Vitelli. Reverend Keithan and Executive Director Traci Hughes-Trotter meet regularly with the committee.

Transformative Justice Funding support

The Committee on Right Relations applied for and were awarded funds from the Unitarian Universalist Funding Program in the amount of \$7,000 with an additional \$5,000 in challenge grant available if All Souls fundraises an equal amount in order to create a Transformative Justice Framework for All Souls. This is in addition to the \$15,000 grant from the Beckner Advancement Fund.

Transformative Justice looks to conflict beyond individuals and looks at impacts on an entire community. Restorative Justice can be a tool to resolve a specific conflict. Transformative Justice is a framework to look at entire systems and can be thought of as a way of "getting in right relation, or creating justice together." In particular, Transformative Justice moves beyond looking at conflict between individuals to see where institutional weaknesses and systemic injustice and oppression

Appendix 1: Reports Submitted by Board Committees

contribute to or shape a conflict. Transformative Justice also creates opportunities for healing and growth through community accountability and by addressing conflict's root causes.

Recruitment and Selection of Transformative Justice Facilitator

The Committee on Right Relations advertised for a consultant to create a shared language and practice for congregants and leadership around conflict; build up a network of similarly-trained restorative justice practitioners; and catalyze healing and transformation over time. A hiring committee made up of All Souls members advised the Committee on the contract selection. In April 2022, the Church entered into a contract and partnered with Richael Faithful, Lasitha Ranatunga, and Em Morrison to guide and support the development of this Transformative Justice framework and practice with All Souls congregants, staff, and leadership. The consultant team has introduced their work to the congregation in a brief summary from the pulpit with Reverend Rolenz and held an initial information session in April. The team is reviewing foundational documents from the Transformation Team's work in the last few years and will also have conversations with some congregants for background before beginning the deeper work with Church staff.

Report from the Transformation Team

This was a transition year for the Team. By the fall of 2021, we discerned that it was time to transform the committee. Having worked with senior staff and selected lay leaders to sketch out a comprehensive Road Map for advancing the 8th Principle more fully in the life of the church, we felt that the Team's composition and terms of reference were no longer in sync with the work that needed to be done. The co-chairs met with the Executive Team and board leadership in November 2021 to discuss our observations and recommendations.

We observed:

1. All groups at church need a visible, accessible, well-functioning resource on dismantling racism and other types of oppression and a touch point for knowing where and how this work is happening at All Souls.
2. We need strong, strategic, effective leadership in fostering change in terms of 8th Principle awareness-building, spiritual growth, skills-building, strategic implementation, and coaching. There are many new policy demands placed on staff related to the 8th Principle, including requirements related to adult spiritual development, skill-building, and embedding of the principle in all levels of the organization. We need strong, shared leadership between staff and the congregation if we're going to live up to these policies.
3. We need a central location where all the various pieces of transformation work intersect, can identify needs, problem-solve together, create synergy, avoid overlap, prioritize efforts, as well as plan communications and events when relevant, etc.
4. The 8th Principle Committee is in the midst of reshaping its mission/focus and is interested in merging with the Transformation Team.

Appendix 1: Reports Submitted by Board Committees

We offered seven recommendations and next steps which the full Team, Board and Executive Staff supported and acted upon:

1. The Board formally dissolved the Transformation Team on November 17, 2021.
2. The 8th Principle Committee formally dissolved.
3. A new 8th Principle team has been created which merges the energy (and some membership) of the Transformation Team and 8th Principle Committee, and reports to the Executive Team. *While the new Team has not yet met, the co-chairs have assembled a full roster of members, including Derek Robinson and Peter Montgomery who will help provide continuity with the Team and the Trust & Reconciliation group.*
4. New terms of reference. Unlike the Transformation Team, which focused primarily on policy changes at the Board level, this group will focus primarily on the implementation of the 8th Principle in the programmatic life of the church. We recommended that the group support the Executive Team as they provide on-going monitoring, training, education, and evaluation of the 8th Principle in every life of the programmatic life of the church. We also recommended that the new team have the ability to serve as a coordinating hub, tracking institutional change, offering strategic guidance where appropriate. Allow it to serve as a sounding board and in-house “consultant” for the board, staff, and lay leaders/committees. Enable the team to take on the role of promoting and deepening structural change through a variety of educational and coaching efforts – done in collaboration with staff and other lay leaders and committees.
5. The membership of the team will be more flexible than that of a Board committee.
6. Design shared ministry leadership with a staff member and lay leader being co-chairs. *The initial co-chairs are Rev. Rob Keithan and Bill Rice.*
7. The new team will have a hybrid approach to accountability. Although the team is accountable to the Executive Team, the Board will require staff to provide regular reports to the Board as the team is formed and as begins its work. The purpose of this is to be an accountability partner to make sure the new team successfully gets off the ground. This will be important as six months have passed since the Team was dissolved.

We look forward to contributing our assessments for the longer report on the Team which will be available in December.

Submitted by: Derek Robinson & Pamela Sparr, co-chairs

APPENDIX 2: REVEREND SINKFORD'S WORK

Reverend Bill Sinkford will take over from Reverend Rolenz as the Church's lead minister during the final year of the Interim Period, and he will use the title "Transitional Minister." He and the Board agreed to the following scope of work, based on conversations he held with many church stakeholders.

Interim Period, Final Year, Scope of Work

During the first two years of the interim ministry period at All Souls Church Unitarian ("the Church"), the Board of Trustees ("the Board") worked with Reverend Rolenz on the typical Interim Tasks of UUA Interim Ministry. The Board and Church benefited greatly from the guidance of Reverend Rolenz. During the final year of the interim period, the Board commits to continuing its own work on typical areas of Interim Ministry, such as reviewing the Church's bylaws.

In addition, during this final year of the Interim Period, the Board commits to working with the Transitional Minister, Reverend Sinkford, as he pursues the following areas of focus, which were identified after a collaborative discussion between the Transitional Minister, Board members, and various staff and lay groups within the church:

- **All Souls Church Goals:** The Transitional Minister will work with the staff to operationalize the new All Souls Church Goals. This will include working as a member of the Executive Team to provide the Board with an interpretation of these Goals and with a set of strategic priorities containing a plan to begin their implementation them during the final year of the interim period.
- **Further Exploration of Identity:** The Transitional Minister will continue the exploration of topics related to the Church's identity. This will include the racial makeup of the Church, the past and future treatment of Black ministers, the need to tell a nuanced story of the Church as an institution, and the identity of the Church as it exits COVID-19. The Transitional Minister will help the Church understand what makes the Church—including its staff and congregants—worthy of love, and will help the Church claim a multi-cultural vision of the Church's future that is grounded in love.
- **Engagement and Involvement:** The Transitional Minister will work to connect congregants with each other and with the Church and to foster a culture of care. He will work to help the Church understand how individuals can engage with each other and be in community even as the Church emerges from COVID-19 into a world of hybrid services.
- **Staff Culture:** The Transitional Minister will work to create a staff culture built around collaboration, to clarify lines of decision-making and authority in the Church's new collaborative leadership structure, to work with the UUA to help staff understand what their interim work is, and to help the Church understand our staffing needs.
- **Local Relationships:** Although looking externally is unusual for a church during its Interim Period, these are unusual times, and All Souls is an unusual church. Bound up in the Church's identity is an idea of having a prominent voice on justice issues. The Transitional Minister will help the Church understand its current role as an advocate for justice issues and guide the Church to fight for justice where needed, which will likely include issues of reproductive and racial justice.