

**Board of Trustees
Meeting Minutes**

All Souls Church, Unitarian

August 25, 2016

7:00 pm

Trustees, Officers, and Staff in Attendance:

Peg Barratt, President
Chuck Dulaney, First Vice President
Anne Bradley, Second Vice President
Ken Ambrose, Trustee
Erin Boeke Burke, Board Secretary
Phyllis Caldwell, Trustee
Whitney Cooper, Trustee
Rev. Rob Hardies, Senior Minister
Cledwyn Jones, Moderator
Vickie Lindsey, Trustee
Katie Loughary, Executive Director
John Strongman, Treasurer
Tracy Zorpette, Trustee

Also in attendance: Kathy Ferger, Lisa, Liz Coit

Not in attendance: Laurie Lester, Membership Secretary; Leo Jones, Chief Program Officer;
Rev. Susan Newman Moore, Associate Minister

Peg called the meeting to order.

Chalice lighting and reading: Peg Barratt, Whitney Cooper

Minutes (Peg Barratt)

Motion: Chuck Dulaney moved to approve the May minutes as amended by Katie Loughary and reported out by Erin.

Second: Anne Bradley

Discussion: Board members noted issues with seeing attachments in emails from Katie Loughary. There was concern that all the Board has not been able to see the minutes, as amended.

Vote: The motion carries.

There was no motion to move the June or July minutes. The Board was concerned they have not seen several late rounds of edits from Tracy and John. There was a decision to wait until

edits have been entered and revised minutes are circulated to approve the June and July minutes.

Update: Vision, Goals, and Metrics Task Force (Cledwyn Jones)

Cledwyn circulated a copy of the goals that the team has compiled in advance of the meeting, developed through several months of meetings with church leadership. During the leadership meetings they walked through the specific goals with the participants in the meetings; quantitative metrics will be added for each of the individual goals at a later date. The concept of “Spotlight Goals” came out of past experience, where social justice goals could not keep up with current events. Spotlight Goals will allow the church to pivot quickly to specific issues of concern, elevated those issues as needed and focus further resources on a particular set of items, such as anti-racism.

Chuck expressed that he did not know where the term “Spotlight Goals” came from — It doesn’t feel like a category the way that the other categories of goals do. Cledwyn said the committee would look into the name.

John noted that the two Spotlight Goals of dismantling racism and developing an anti-racist congregation sounded very similar, and he was unclear on the distinction between them. Should we instead re-cast a single goal to say that we as a congregation will aspire to be racially inclusive? This would also hone the goal to focus on who we are and how we are being in the world, instead of just making a negative statement about what we don’t like. Cledwyn explained that the language and the distinction are associated with those used in Jubilee training — the two goals look both at our community, but also actively dismantling the structures of racism in our society. John recommended revising the language around the goals to clarify that one goal is about how we engage in the world, and the second goal to focus on who we are internally as a church.

Anne inquired about the timeline for a Spotlight Goal: is it intended to last for a year, or is it a longer process? Cledwyn said that the idea was that it could be longer, but the structure would allow for a faster pivot when appropriate. Vickie said building diversity within the church has been an area of concern for as long as she has been on the Board, and she thinks naming that as a Spotlight Goal will help allow us to address that concern, due to the increased and more formal prominence. Kysseline agreed — it is time for All Souls as a church to advertise the importance of this to who we are. Hopefully it won’t have to remain a goal for ten years, and the Spotlight Goal structure would allow us to change when something else is called for. Vickie noted the additional focus on racial inclusivity was consistent with what Whitney is trying to do with the 8th Principal Committee, getting members of the Board and other Church leaders to take training in the topic. Tracy noted the importance of financial support for achieving these goals, as well. Rev. Hardies noted establishing the goal makes clear that the church should support these goals financially, helping subsidize training and travel for social justice leaders in such areas. Cledwyn said an intent of the goals process is to help clarify the church’s intent for the Executive Team (ET) to help them target budget decisions. Peg asked if Cledwyn had

discussed that issue with Rev. Hardies and the rest of the ET; they will have the conversation in the near future.

Phyllis asked how many members of the lay leadership made it to one of the goals sessions. Cledwyn said they had approximately 32 leaders attend one of the four sessions; in contrast, All Souls currently has approximately 50 committees. The attendees represented a variety of former Board members, committee leaders, and others.

Cledwyn added that he looks forward to exploring more specific implementation questions including how we measure each of these goals, as we move forward and get the goals locked down.

Ken shared his opinion that the goals could further benefit from further wordsmithing to clearly express them in plain language. He particularly wanted to see a couple of sentences to flesh out what each of these goals means and why it is important to us as a community. Tracy asked whether the committee will come back to the Board with the actual metrics. Cledwyn urged Board members to participate in the process.

Update: Leadership Development and Nominating Committee (Liz Coit)

Liz started by saying that when she last visited the Board in April, she heard from the Board members that it would be helpful to add additional individuals with [XXX] and financial expertise to the Board. In addition to these skills, the Nominating Committee is also trying to find people with strong negotiating skills and who are good at building consensus. In this way, they are taking a character-based approach as well as a skills-based approach. The committee is currently trying to recruit for four Trustee positions and the Assistant Treasurer position. They have four soft candidates for Trustee who have applied or are about to apply, who represent a diverse group with strong skills. The committee thinks the Board will be pleased with the final group of applicants. They have also extended the deadline for candidates to apply in order to get more people involved following Labor Day; Rev. Hardies is going to announce the new date. There have been no real changes in the interview process. They have considered whether the current process is too intimidating, but no changes as of yet.

Liz then raised her concern that several people have declined the Assistant Treasurer position, and maybe they need to adjust the job description. Particularly, potential applicants seem concerned about being responsible for overseeing the post-service counting every week; that responsibility may be more burdensome than we acknowledge. Katie agreed that the position is a lot of work, including finding a staff and signing a lot of checks every week, in addition to overseeing the actual counting. Ken said he has also heard people say they could not apply for the position because they could not commit to being at church every Sunday. Tracy asked what the next step was to address the concern. Liz said she was thinking of drafting a proposal for the ET; Katie suggested it could be a good issue to bring to the Church Council. There are controls concerns about overseeing church finances. Ken suggested the Finance Committee consider the issue, perhaps adding a rotational element to the job responsibilities. John noted

the multiple distinct questions associated with this general concern about the Assistant Treasurer duties; the Finance Committee will continue to look into it.

The Nominating Committee and Church Council are working to develop a new Leadership Course for 2017. Sun and Erica are working to develop a protocol for the Leadership Development components of the course. Liz also noted that Leadership Development and Nominating Committee faces a challenge in that different individuals are interested in the leadership development responsibilities versus the nominating duties of the committee. The committee will continue to work on refinements in the tasks and expectations or membership, and clarifying the joint function of the committee.

Chuck noted how much he appreciates the great effort and professionalism of the Leadership and Nominating Committee.

Update: Committee on Right Relations (Kathy Ferger)

Kathy opened by saying that the committee has really developed over the last two years and made significant advances in what it set out to do, driven by the goals of the committee members. She also thanked Rev. Newman Moore for giving them the pulpit a couple of weeks ago, noting that one of the greatest challenges the committee faces is in visibility and making sure congregants know that they are available.

There are three main issues Kathy sees for the future:

1. If a congregant has an issue with a staff member, how do they handle that situation and who should be involved (e.g. the staff member's supervisor)? Current guidance suggests that the Committee on Right Relations can mediate, but they would like more clarity around that issue. Rev. Hardies noted that there had been previous discussion around this concern, with a decision that the committee could directly engage in congregant-staff issues, and the staff would support that conversation. The Committee on Right Relations' job is not to reverse a staff decision, but they do own the conflict management part of it. It does make sense for a supervisor to be in touch with the chair of the committee in that regard, but there are confidentiality concerns that need to be addressed. Rev. Hardies will have further discussion with the committee around the confidentiality piece, as it does affect pastoral relationships in the church. Phyllis recommended reviewing whistleblower standards, and emphasized the importance of being clear about what will be confidential and what will be shared, so we can take lessons learned from staff issues to prevent future problems without sacrificing confidentiality.
2. What should the church do when two congregants cannot come to a mutually-satisfactory resolution, and are concerns about destructive statements and actions by one congregant towards the other? Katie said that it seems such a situation really needs to be handled on a case-by-case basis - there are policies for it. Rev.

Hardies thought that we had passed a disruptive persons policy - it was discussed a couple of years ago around the time the Committee was formed, but it would outline a process of escalating steps that the church can take. The board considered but may not have passed the policy. Peg noted that the policy may be a good thing to refer to Committee on Right Relations on their consideration, includes issues when an individual has a restraining order, or someone just keeps being disruptive in the church and violating our value of right relations. Chuck said that it seems like this is a good thing for the committee to consider, but it would be helpful to have the Board approve the sequence. Something so that congregants know they will be protected and cared for by the congregation. It would also help ensure that individuals don't feel singled out for consequences. They are also looking at the potential use of restorative justice and involving a larger circle of people who have been affected by the conflict. Tracy noted that this is very close to the issues that would fall under Safe Congregations — Kathy said she has reached out to Emily Koechlin. Tracy offered to help liaise with Safe Congregations, and Rev. Hardies volunteered to pull up the draft policies from when this issue was last considered.

3. Ken noted that in this congregation, where we are actively trying to bring together people from diverse uprisings and creeds, conflict will continue to arise. How can we help develop and share resources for people to utilize more generally to resolve conflict utilizing right relations principles? Kathy noted the possibility of a town hall meeting or larger discussion. Ken requested that committee members help lead those conversations, since they are natural leaders in this regard. Whitney noted that the 8th Principal Committee also talks about these issues, including micro-aggressions and other frictions. Rev. Newman Moore has a number of other UU resources. Rev. Hardies suggested Right Relations and 8th Principal teams could work together to foster conversation and engagement on how we can work through conflicts in a setting where we are going to continue to face frictions. Anne noted the money, and significant time commitment, of Jubilee training. Could we find another platform to deliver this lessons without the full commitment of Jubilee, perhaps through Adult Spiritual Development classes? Whitney said there were a number of sessions at the UUA meeting on the Pledge to End Racism and other tools to help cultivate and train congregations.

Chuck noted that if there do need to be changes to the terms of reference, the committee should come back to the Board. And Peg cautioned that issues about expectation of confidentiality are not consistent, that is a major concern.

Update: Budget (Katie Loughary)

Katie reviewed the year-to-date spending compared to the Budget, and noted that the Church generally appears to be in a “pretty good” place. We would generally expect to be at 58.3% at this point in the year, and we're close to that. It is normal for core donations to be slow, and people tend to increase their pledge-rate near the end of the year. Katie is hoping that the pledge-rate will pick back up, especially since Rev. Hardies is back. She also noted the

additional rental revenue beyond what we anticipated, largely due to Church of the Advent being here for eight months which we did not anticipate (but they will be out at the end of this month so this trend will stop). Rental revenue associated with the school is also higher than budgeted. On the expense side, the personnel costs are lower than anticipated. However, the UUA has warned the church that distributions from the central endowments will be lower than historically.

John noted that the sabbatical reserve is \$22,500 on the financial statement, but total sabbatical-associated expenditures will be closer to \$55,000; the additional money is shown in the personnel line. Katie noted that we have been setting aside a higher amount in the sabbatical reserve than in the past since last year; they will still do a study to find out what our actual sabbatical obligation is to set the right reserve level for future budgets.

Peg also noted that Rev. Newman Moore received a letter from the UUA thanking us for being the third-highest congregation in contributions, even though we are paying less than our “full share.” Rev. Hardies noted that many congregations, especially the largest ones, are also paying less than their mathematically-calculated share due to financial pressure.

Report on operations and programs (Katie Loughary)

We are ready to move forward with the solar panels, but Katie would like a motion from the Board to allow Katie to move forward on having the contract reviewed by a lawyer; the current goal is to have the system installed by the end of the year. Phyllis noted that our building lender may need to approve the installation; Katie will also confirm with the insurance company.

Motion: Whitney: Move to have Katie proceed with getting a lawyer’s review and signing the contract.

Second: Chuck

Discussion: There was discussion about why the Board needed to pass a motion, since this is not a financially-significant contract. It was agreed that a motion is appropriate because of the encumbrance on the church, also because it is a significant social and financial asset. Tracy said she assumed that we can have the solar installation removed at the end of the agreement; Ken confirmed we can, without having damage to the building, but the contract appears to be 20 years in some places and 25 years in other places, and this should be consistent. Whitney noted that she also considers the solar installation an asset for the church, and she is really excited. Rev. Hardies noted that this is also the coming to fruition of the environmental goals we had laid out at the beginning of the CAPT process, we are getting the solar panels and the stormwater.

Vote: The motion carries.

- Our terrace stormwater system is finally certified, so we will start marketing our credits to other developers. Our current estimate is this will yield about \$5,000 annually, but this is a bidding process so it is uncertain.
- Katie gave an update on ongoing conversations with DC Water.

- Katie also highlighted for the Board a draft letter in the meeting materials, to express All Souls concern with the Clean River Impervious Area Charge (CRIAC) rate increases. Katie noted that many other houses of worship have expressed similar concerns.
- Katie also pointed out that we are getting new organizers for the pews, which hold materials in a more organized and easy-to-see manner.
- DC International School has been onsite the last week, they now have 90 students, ten teachers, and three administrators onsite. This does increase the hours that the building will be staffed; necessary staff costs are included in the contract. They also pay a share of utilities.
- Church of the Advent had their last service last Sunday and will be moving out on Saturday.

Report on ministry (Rev. Hardies)

Started by thanking the Board and congregation for his sabbatical time. It was restful and rejuvenating.

Rev. Hardies' sense since returning a week ago is that the congregation did really well over the last eight months, both in terms of where it has been and where it is going. He plans to start the year with a series of sermons to make sense of the time he has been away from the congregation, which has been a very challenging period for our congregation and the world, particularly our faith in the unity of the human family. What does it mean to be the Beloved Community in violent times?

He thinks we are prepared for Rev. Newman Moore's sabbatical, which starts October 1. Rev. Parker will be back; that transition has already begun and is going smoothly.

Rev. Hardies then asked whether the Board had any questions for him. Whitney asked whether the congregation honored his wishes to not be contacted on church matters during his sabbatical. Rev. Hardies said contact was really minimal - he saw some people around town, but people really respected the boundary. Peg did contact him when we had to make the decision about bringing back Rev. Parker during Rev. Newman Moore's sabbatical.

Anne asked what Rev. Hardies would think about a Board resolution to limit sabbaticals to one per budget cycle. Rev. Hardies said he understands the concern, but also noted that there are several reasons this year has played out the way that it has, with the Capital Campaign and Katie cutting her sabbatical time in half and taking it over two years. He thinks that if there is sufficient flexibility in the policy, the ET can make it work. Peg said she thought such a policy was already in place. There was agreement that there is a policy in place to avoid situations where sabbaticals overlap. Tracy noted that back to back and overlapping sabbaticals also pose a PR problem at a time when we are asking the congregation to give more financially. Peg said the Board will take a close look at the existing policies, with the understanding that the past year and this "perfect storm" has created some difficulty. Tracy also noted the challenge of our vague sabbatical policy, and the need to know who gets a sabbatical and what the terms are of that

agreement. Ken suggested a spreadsheet to help track that data on the types of positions that receive a sabbatical and comparable policies with the UUA and other congregations.

Rev. Hardies provided more history on the sabbatical policy in the church. In 2008, the Board passed a policy to say the Senior Staff receive a sabbatical, but less generous than that for the ministers. At that time, it covered three people. There was agreement that there is a larger ET now. Katie will share the language in the policies about sabbaticals for non-ministers.

Tentative Schedule for Board Retreat (Peg)

Sept 10, Saturday 9:30 – 2:00. 2017

Peg circulated a draft itinerary, including sessions on the following topics: Budget; personnel; executive limitations; policy governance; what membership means.

Chuck requested a “show and tell” of the google drive and where the documents are stored. Kysseleine was concerned that the agenda appears very ambitious, and raised the possibility of having a moderator to help drive the conversation. Peg will oversee the meeting and there will be allotments of time by issue, to give the different topics more time depending on need and interest.

The meeting went into executive session. The meeting came out of executive session.

Ken raised the question of how the congregation should communicate with the Board, as well as how the Board communicates with each other. The conversation was deferred to another time.

Whitney moved to adjourn. Ken seconded. The meeting adjourned at 9:09 pm.

Respectfully submitted,

Erin