

# **SECTION I**

## **Docketed Motions**

## REPORT I A

The Committee on Ministry (COM) recommends:

**MOTION #1:** Calvin Sodestrom in his call as four-year **Designated Pastor** of **Park Boulevard Presbyterian Church, Oakland**, effective **June 1, 2022**.

See the following:

- [Bio and Statement of Faith](#)

REPORT I B The Mission and Vision Leadership (MVL) recommends the following:

### **MOTION #1:**

Engage with Holy Cow Consulting to begin a Landscape survey of our Presbytery, with additional follow up discussions. Share results no later than the February 2023 meeting.

### **MOTION #2:**

Empower Mission & Vision Leadership to finalize a slate of 12-15 auditors for the Racism Audit Team, and charge them to begin their work with Crossroads.

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Mission Vision & Leadership, Presbytery of San Francisco  
Chair Talitha Amadea Aho writing this report  
May 2022 PSF meeting

Dear siblings in Christ,

You will see two related items on the agenda from MVL this month.

1. **Engage with Holy Cow Consulting to begin a Landscape survey of our Presbytery, with additional follow up discussions. Share results no later than the February 2023 meeting.**
2. **Empower Mission & Vision Leadership to finalize a slate of 12-15 auditors for the Racism Audit Team, and charge them to begin their work with Crossroads.**

We are, indeed, beginning two self-evaluation processes at almost the same time! The two have different purposes and we believe they can work together well. Holy Cow is intended to give feedback on our current leadership model, current needs, and how well those needs are being met. The Crossroads racism audit team will do a longer and deeper dive into the history and current workings of the Presbytery.

Holy Cow Consulting <https://holycowconsulting.com/landscape/>

In 2021, the PMET (partnership model evaluation team) suggested in their report to PSF that we engage in a reflective process. Here is an excerpt from their report:

Consider the retention of an Independent Consultant who would lead a presbytery-wide process of self-study and reflection to guide the mission and vision for the Presbytery of San Francisco ("Presbytery") and its leadership needs.

*Focus areas for Independent Consultant in a temporary, contract role (12 – 18 months) would include:*

- a) Engage a wide range of stakeholders (clergy and lay leaders, all demographic groups, those engaged and disengaged with Presbytery, etc.) to inform and determine the most effective leadership model and define the leadership skills needed to achieve the collective vision.*
- b) Lead and train others to facilitate listening sessions for targeted, measurable outreach to all members of our Presbytery to have the opportunity to share their experience and dynamic needs of their congregations, worshipping communities, etc.*
- c) Develop a matrix of Presbytery and congregational assets, needs, and opportunities.*
- d) Analyze trends in congregational health and stability to identify and recommend potential Presbytery actions.*
- e) Creation of survey and data collection report to build a matrix of Presbytery and congregational profiles (disaggregating specific, confidential information when presenting findings). This work could be done with assistance from the PSF Stated Clerk and existing recordkeeping.*

In March and April, 2022 four leaders (Executive partner InHo Kim, Co-moderators Barbara Barkley, and Mustapha Baksh, and MVL chair Talitha Amadea Aho) evaluated three consulting companies who can do this kind of work. We brought our recommendations to MVL and now recommend to PSF that we engage Holy Cow Consulting for surveys and follow-up group discussions (town halls or focus groups). We would hope to start the process in September and share complete results at the November or February meeting. We recognize this is a bit quicker process than envisioned by PMET but the advantage is that it follows up on a survey they did with us in 2015 so we can compare and learn about our growth over the years.

## **PSF RACISM AUDIT OVERVIEW**

**April 13, 2022**

Prepared by the Audit Support Team<sup>1</sup>

This document aims to provide helpful information to prospective auditors. It includes background information, special considerations for auditors, the work the auditors will be doing, and auditors' qualifications. At the end of this document there is a reference section with links to Crossroads training videos and documents.

### **BACKGROUND**

A racism audit is the tool the Presbytery of San Francisco (PSF) has chosen to help identify the ways systemic racism is embedded in its structures and culture. The audit process will identify strategic interventions to address systemic racism. The goal of the audit is to set PSF on the path of becoming a fully inclusive, multicultural, and antiracist community. As PSF engages in this work, here are some questions to ponder:

- How is PSF invested in racism and white supremacy?

- What are the structural and cultural barriers that are standing in the way of PSF becoming an antiracist organization?
- How will PSF divest from being a white supremacy culture community?

This is the third and final phase of work PSF has engaged in under contract with Crossroads Antiracism Organizing and Training (Crossroads). For more information about prior phases, please visit [Crossroads Antiracism Training](#) and the “Resources” section at the end of this document. Prior to starting an audit, Crossroads asks that PSF leadership commit to taking steps to transform the organization. Jessica Vasquez Torres (Crossroads) likens this upfront commitment to what happens in a financial audit. An organization does not know ahead of time what an accountant will discover during the financial audit, nonetheless the organization commits in advance to act on its findings.

Race Audits, when done well, push institutions to take an honest and humble look at themselves. While it can feel risky to have such an assessment in writing, and to make public organizational shortcomings, such a process can build confidence among members of marginalized and minoritized communities who often feel their experiences are dismissed or ignored...The decision to conduct an Institutional Racism Audit will demand an organization demonstrates a level of transparency it may have avoided previously.<sup>2</sup>

In order to get the audit up and running, an *audit support team* was recruited by PSF staff, Rev. InHo Kim. This team consists of: Rev. Talitha Aho, Rev. Barbara Barkley, Elder Mustapha Baksh, Rev. Kamal Hassan, Rev. InHo Kim, Elder Linda Spencer, and Elder Lori Yamauchi. Beginning in December 2021, the audit support team set to work on identifying prospective audit candidates. For the PSF racism audit, Crossroads recommends 12- 15 auditors, chosen to reflect a balance of racial/ethnic participation as well as equal representation between geographic regions, between genders, and between clergy and laity. All prospective auditors are asked to complete this [Audit Team Questionnaire](#).

### **SPECIAL CONSIDERATIONS FOR AUDITORS**

Conducting a racism audit of PSF will be emotionally demanding and challenging. Jessica Vasquez Torres and Shawna Bowman (Crossroads) provided PSF with a 14-minute video that foreshadows the emotional work required of auditors. You can watch/re-watch this video: [What is Required of Audit Leaders](#). A summary of the video follows.

While acknowledging the positive relationships and value from being part of an organization like the PSF, Jessica states that people of color may be hesitant to participate in the audit. Jessica affirms that this hesitation may arise from:

- painful feelings that arise from working within a predominantly white institution with its potential for toxic, overburdening spaces with accompanying microaggressions towards people of color.
- fears that people of color will have to do the hard work to dismantle white supremacy
- doubts that nothing will come of the audit, so it is not worth it to invest time into it
- suspicions of processes like this audit

The work will feel heavier and will be more difficult for people of color than it will be for white people. That being said, Jessica urges people of color to consider that they have unique experiences and perspectives to bring to the table. If there are only white people participating, Jessica has found that the process becomes toxic very quickly. Partnership between people of color and white people is needed for PSF to become an antiracist organization. The upside, according to Jessica, is that the work has the potential to be transformative for people of color.

Shawna urges white people to understand and reflect on the common behaviors and feelings of white people when working to dismantle racism, including:

- falling into the trap of expecting people of color to do all the work
- rushing in and want to “fix this” for people of color
- discomfoting and unsettling feelings that will arise from unpacking the layers of racism
- fearing taking risks
- avoiding conflict

With this in mind, Shawna urges white people to build their capacity for antiracism work. White people have a tendency to walk away from this work when the going gets tough. They need to resist this urge. White people need to articulate both the harms and the benefits that they derive from PSF’s current culture and practices. By staying committed and engaged, the work has the potential to be transformative for white participants.

## **WHAT THE AUDITORS WILL BE DOING**

The auditors will be conducting the audit under the guidance of Crossroads. Crossroads’ audit methodology uses both qualitative and quantitative data analysis. By using qualitative data analysis, Crossroads will work with the audit team to identify the ways racial identity affects/impacts how people of color interface with an organization’s program, products, and services as well as its personnel; assess how the culture of an organization affects/impacts whether people of color and other marginalized communities experience equity and have their needs and interests considered.

The audit process is outlined in this 53 minute training video provided by Crossroads: [Crossroads Audits: What They Are and What They Require](#). Note this training was given to another organization (Bellwether), so you will hear that name referenced, but the steps for the PSF audit are the same. However, the duration of each phase of the audit does vary. It is hard to predict in advance how long each phase will last, but an estimate is given below, based on Crossroads’ proposal to PSF.

### **1. Training and team building**

- Analysis Training and Orientation - five, 2- hour meetings over Zoom
  - Orientation to PSF (organization, funding, governance)
  - Develop courageous agreements
  - Crossroad’s “Triangulated Assessment Tool” (Power Matrix, Continuum Stages, and Race Equity Analysis)
  - Anticipated schedule: within two months after the audit team is established
- Retreat - 1 full day meeting, possibly in person
  - Establish team norms and work

- Anticipated schedule: one month after the analysis training

## **2. Conducting the Audit - 9 to 18 months depending on pace set by the group**

- Data Collection
  - Complete the Power Matrix Analysis (internal within the team)
  - Lead the Continuum Analysis evaluating multi-levels (personnel, programs, constituency relationships, structure, and mission). The audit team may opt to do focus groups as part of the analysis.
  - Design and carry out a race equity survey (external) based on themes and patterns that emerge from the Power and Continuum Analysis; survey process is intended to amplify BIPOC voices.
  - Anticipated schedule: Three meetings with Crossroads over Zoom; schedule of meetings depends on pace of work.
- Analysis
  - Conducts data analysis
  - Identifies interventions
  - Write report
  - Anticipated schedule: work to done during possible in-person 2-day retreat

## **3. Share Report**

- Audit team presents Audit Report to PSF

## **AUDITORS' QUALIFICATIONS FOR PARTICIPATION**

- A working knowledge of our Presbytery
- Previous participation in initial anti-racism webinars with Crossroads
- A willingness to commit to 3 hours/week for 12 months
- A knowledge of with computers - email, word, excel
- Familiarity with project management tools (PERT, GANTT) (at least one member)
- An understanding of racism; how it impacts society and the Presbytery
- A belief that racism exists within our Presbytery
- An openness to change even though they may affect you personally.
- A commitment to multicultural engagement including interpretation and translation differences.
- An openness to a process of reparations
- A personal commitment to dismantling white supremacy
- A deep belief that we are called to love our neighbor as ourselves.
- A willingness to commit to attend all training sessions with Crossroads, and to see the process through
- A willingness to conduct audit interviews
- An ability to think critically and to engage in meaningful evaluation
- A predisposition to find this work rewarding and purposeful
- An open mind and heart to truly listen and understand one another
- An ability to speak in love even when one disagrees with another
- A prayerful heart, mind and spirit

## RESOURCES

Click on the links below to access videos and documents provided to PSF from Crossroads.

### Crossroads Presbytery Training for PSF Committee Chairs and Staff

#### Outline of All Sessions

- Session 1: [Checking in, assessing impact of tier 1 webinars, and what's next](#) - (78 min)
- Session 2: [What is already said about racism. Exploring the Book of Order, the Confessions, and the PCUSA policies.](#)
- Session 3: [Continuum, Values, and the Role of Leadership](#) (82 min) - deep dive into the diagram, ["Continuum of Becoming an Antiracist Organization"](#) and how the current Presbytery leadership (represented at this meeting) views where the Presbytery is.
- Session 4: [What values of white supremacy are embedded in Presbytery culture and what impact are they having on how the Presbytery carries out its mission?](#)
- Session 5: (Prep session) [Crossroads Audits - Preparation For the Audit](#) (13 minutes)
- Session 5: [Crossroads Audits - What they are and what they require](#) (52 min) - note this recording was made for another client, so you will hear Jessica refer to "Bellwether"
- Session 6: We need a link to this one!

### Winter/Spring 2021 Crossroads Webinars for anyone in PSF

- Session 1: [What is Systemic Racism](#)
- Session 2: [What is White Supremacy and What Are Its Values.](#) (98 min) *While suitable for church audiences, this video contains offensive images and what may be difficult content. You may want to take your time viewing and processing this video.*
- Session 3: [How does the church uphold white dominant values that undermine racial justice?](#) (92 min)
- Session 4: [How does the church uphold white dominant values that undermine racial justice - part 2.](#) (92 min)
- Session 5: [What is Antiracism and What Does it Require of Christians](#) (92 min)

### Crossroads' Diagrams

- [White Institutional Values with Text.docx](#)
- [Continuum 2014 plus Deeper Look.pdf](#)

### Outside References

[White Supremacy Culture Characteristics](#)

## REPORT I C

### **MOTION:**

**Mission, Vision and Leadership (MVL)** with concurrence from the **Personnel Working Group** as received from the Selection Committee for the Partner for Mission and Church Assets, recommends that the Presbytery of San Francisco Receive and Approve the following actions:

- Approve the selection of Marda Quon Stothers as the Executive Partner for Mission and Church Assets, as included in the Personnel Working Group/Selection Committee for the Partner for Mission and Church Assets report,
- Approve the terms of employment for Marda Quon Stothers, beginning on May 12, 2022 and ending on May 31, 2023, or as extended by the Presbytery, included in the Personnel Working Group report,
- Authorize the Personnel Working Group to execute the contract for employment of Marda Quon Stothers, per the terms of employment included in the Personnel Working Group report.

**Presbytery of San Francisco  
Report of the Personnel Working Group  
and the Selection Committee for the Partner for Mission and Church Assets  
May 2022**

At its February 2022 meeting, the Presbytery of San Francisco approved the formation of a Selection Committee to recruit and select a candidate for the Partner for Mission and Church Assets position, as described in the approved Job Description/Announcement for the position. The Selection Committee was formed, including the following members: Tim Cahn (Finance and Property Oversight Committee chair), Chuck Fry (Interim Associate for Mission and Church Assets and at-large member), Phyllis Givens (at-large member), InHo Kim (Executive Partner for Congregational Vitality and Clergy Support), Karl Shadley (Mission and Vision Leadership Committee), and Lori Yamauchi (Chair of Selection Committee, and representative from Personnel Working Group).

After conducting its recruitment and interview processes, the Selection Committee has selected and enthusiastically and unanimously recommends Marda Quon Stothers for approval by the Presbytery at its next Executive Partner for Mission and Church Assets, a member of the Transitional Partnership team, which is in place through May 2023.

**Recommendation of Marda Quon Stothers as Executive Partner**

Marda is an ordained Ruling Elder and is an active member and Deacon at College Avenue Presbyterian Church in Oakland. She was commissioned to ministry in 2008, when she began her ministry with her husband in the North and South Belfast Presbyteries in Northern Ireland before returning to the Presbytery of San Francisco in 2015. She is currently a member of the Presbytery's Finance and Property Oversight Committee.

Marda is a licensed architect, and has 30 years of professional experience in real property, financial management and project management. She has also worked extensively within professional and volunteer organizations in collaborative leadership with professional and laypeople. Marda holds a Bachelor's degree in Environmental Design from UCLA and a Masters degree in Management from Stanford University.

The Selection Committee concluded that Marda Quon Stothers would make an excellent Executive Partner for Mission and Church Assets for the following reasons:



- Marda's deep professional background and experience equips Marda with extraordinary technical and management skills and competence required for the Partner position, including her financial, real property, and architectural design and construction work in the public and private sectors. Most notably, she served as a *civilian* Division Chief for Military and Environmental Programs in the US Army Corps of Engineers, as well as Division Chief for Technical Engineering and Construction in the Army. She also led a planning and environmental program to manage all assets of the US Coast Guard west of the Mississippi.
- Marda's experience and leadership in professional and nonprofit organizations provides her with the ability and desire to work with volunteers, both professional and lay, as well as in collaborative leadership teams. She has been a member of a collaborative Steering Committee for the Organization of Women Architects/Design Professionals for 20+ years, and Co-chair of CAPC/Newman Hall-Holy Spirit Caregiver Support Group.
- Marda is committed to diversity and the practice of justice, coming from a multi-disciplinary and multi-cultural background, and most recently, as a trained facilitator in Kaleidoscope Institute's "Gracious Leadership" and "Holy Currencies", created by the Rev. Dr. Eric Law. She has been a dedicated and active participant in the Presbytery's antiracism programs and her own church's racial justice programs.
- Marda possesses strong interpersonal skills and a deep Christian faith; she is a good listener, while able to bring people together to solve problems, build consensus and move forward. She has very strong written and speaking skills, in both small and large group settings.
- Marda is familiar with the current issues and portfolio of the Partner, having worked with Rev. Leonard Nielson, the previous Partner, as a member of the Finance and Property Oversight Committee. She has a big picture understanding and view of the Presbytery and its member churches' assets, and will encourage visionary thinking, balanced against the realities facing the Presbytery.
- Marda has a strong sense of call to the Partner position, bringing both her skills and self to serve the Presbytery in this way at this time.

The Selection Committee conducted as robust a search as possible, given the time constraints, having sent the job announcements to all members of the Presbytery as well as to adjoining presbyteries and the Synod, and contacting prospective candidates. Marda has met with Rochelle Shaw, Stated Clerk, and Rev. Talitha Aho, chair of the Mission and Vision Leadership Committee. The committee is satisfied that God has provided the best possible candidate for this position in Marda Quon Stothers.

#### Proposed Terms of Employment

The Personnel Working Group proposes the following terms of employment for Marda:

- Full-time, salaried (exempt) position with an annual salary of \$81,500 (equivalent to the salaries of the other Executive Partners);
- Contracted employee, starting on May 12, 2022 contingent on Pres Approval on 5/10 through May 31, 2023;
- Paid time off for holidays, paid vacation, sick leave and continuing education time, consistent with leave terms of other Executive Partner(s);

- Allowance for health care benefits

### Summary of Our Staffing for the Summer 2022

As of the end of March 2022 the Presbytery personnel costs were just shy of \$20,000 under budget. This surplus is due in large part to the changes of personnel costs from the death of Rev. Leonard Nielson.

The coming of the summer sees many transitions and changes in our staffing due to departures, expansion of existing employment, new hires and sabbatical leave. The additional personnel costs are more than accounted for with the year-to-date personnel budget surplus.

Here are the changes:

#### DEPARTURES:

- Jennifer Sacramento Streett ends her time as the Partner of Operations and Presbytery-Wide Communications in May. She will be continuing to work with the Presbytery in a part time (10 hours/week) position to provide executive support during the sabbatical leave of InHo Kim through September 9, 2022. This will include a brief time of overlap to provide for the transition at the end of the sabbatical time. *This salary contribution for her switch to part-time executive assistance during InHo's sabbatical is already accounted for in our current year budget.*
- Naomi Chun, has given notice and will be ending her part-time administrative employment with the Presbytery as the Assistant to the Stated Clerk and Office Admin on May 15<sup>th</sup>.

#### EXPANSION OF EMPLOYMENT:

- Chuck Fry is extending his service as the Associate for Finance and Church Assets in order to overlap with the new Partner for Finance and Church Assets (contingent on the vote at the Presbytery Meeting of May 10, 2022) to provide for institutional memory and onboarding. Continuing his service after the end of the 6 month period of employment ending April 30<sup>th</sup>, he will be working as a Part Time Non-Exempt employee with an average of 20 hours per week, up to a maximum of 80 hours per month at the rate of forty dollars (\$40.00). *This salary contribution is more than made up for in our lower than projected current year personnel costs as per our current year budget.*
- Clementina Chacon-Garcia has been working as our Executive Administrative Assistant for the past few months. Her position is being expanded to 35 hours a week as the Executive Assistant & Administrative Coordinator. This is administrative work that has long been identified as needed and is will now be staffed appropriately. *This expanded job description and cost has been accounted for in our current year budget.*

#### NEW HIRES:

- *Contingent upon the vote at the Presbytery Meeting of May 10, 2022, Marda Quon Stothers will be serving as the Partner for Mission and Church Assets. This is a full-time, salaried (exempt) position with an annual salary of \$81,500 (equivalent to the salaries of the other Executive Partners). This salary contribution is already accounted for in our current year budget.*

#### SABBATICAL LEAVE:

- Rev. InHo Kim, Partner for Congregational Vitality and Clergy, is using his acquired sabbatical time this summer from June 1 to August 31, 2022. To help cover his absence:
- Jennifer Sacramento Streett will work 10 hours a week (*see above*) to provide for stability during the time of InHo Kim's Sabbatical.
- Rev. Keith Geckeler is being hired as an independent contractor at \$40 per hour, for up to 10 hours a week when needed from June 1, 2022, to August 31, 2022 to facilitate and coordinate legal issues for churches and pastors, in collaboration with the Stated Clerk and our legal counsel, if/when they should arise during this sabbatical period. *This salary contribution is already accounted for in our current year budget.*
- Rev. Karl Shadley is being hired as the Temporary Associate of Congregational Vitality and Clergy during this period for an average of 20 hours per week, up to a maximum of 80 hours per month at the rate of \$40.00 per hour. *This salary contribution is more than made up for in our lower than projected current year personnel costs as per our current year budget.*

#### REPORT I D

**The Finance, Property, and Oversight Committee (FPOC) recommends the following:**

**MOTION:** Finance Property and Oversight Committee (FPOC) requests the Presbytery of San Francisco approve moving \$775,000 into Fund 3 from cash earnings fund for Supporting Congregations.