# Table of Contents

## LEADERSHIP
- Senior Pastor 4
- Associate Pastor 5
- Church Staff 6
- Board Members 7
- Nominating 8
- Pastor Nominating Committee 8
- The Session 9
- Personnel 10
- Strategic Plan 11

## CONGREGATIONAL LIFE
- Worship and Music 12
- Music Ministry 13
- Congregational Nurture and Learning 14
- Children and Youth 16
- McClendon Scholar-In-Residence Program 17
- Community Book Study and Prayer Groups 18
- Docherty Center and Sizoo Library 18
- History and Archives 19
- Diaconal Ministers 20
- Columbarium 21
- Evangelism 22
- Communications 22

## MISSION AND PARTNERS
- Deacons — Justice Ministries 23
- Peace and Justice 24
- Protest Hospitality 25
- Radcliffe Room and 7-2-9 Club 26
- Community Club 27
- Njoro, Kenya Partners 28
- Cuba Partners 29

## STEWARDSHIP
- Trustees 30
- Tenant Organizations 32
- 2022 Stewardship and Capital Campaigns 33
- Finances 34
- Investments 35
- Planned Giving 36
- Benevolence and Metcalf-Edgington Funds 36
- Memorial Funds 37
If this report simply said – "This church survived 2021!" – that would still be pretty good news. 2021 was another challenging year for the entire planet as we journeyed through the second year of the global Covid-19 pandemic.

There was the hope that an end to the pandemic was on the horizon with the arrival of the vaccines in early 2021. Indeed, there were many positive shifts, including our congregation returning to the sanctuary for hybrid worship in late October for the first time in almost 20 months. But the presence of variants, including the Omicron variant's appearance in late December 2021, forced the world to strengthen our protective protocols once again. Thankfully, we were able to continue in-person worship, including for a meaningful Christmas Eve together. Many churches and businesses closed across the United States due to the pandemic, so we are already beating the odds there.

Yet we have a much better story to tell than that! This church did not simply survive 2021, but we found new vision and energy and impact in our life and ministry together. Our hybrid worship has allowed us to be locally grounded and globally-minded, building community and serving our neighbors in the District while also expanding the reach of our radical hospitality to include those who worship with us from around the country and the globe. Each Sunday, regular worshippers join us from Texas, Indiana, North Carolina, Colorado, Georgia, El Salvador, Germany, and Sweden. Just to name a few!

We completed the construction and installation of an energy-efficient HVAC system and started refreshing some of the office spaces on the second and fourth floors enabling us to better support and equip the work of our staff. We also undertook an ambitious joint Stewardship and Capital Campaign effort to support this congregation's mission and ministry at the heart of our nation's capital while investing in paying down the HVAC debt and initiating a long-awaited renovation of some of the church's bathrooms. This congregation responded to this challenge with courage and faith, exceeding the capital campaign and stewardship goals. And, in the midst of all of those things, you called a new Senior Pastor. I remain deeply grateful to God and to the NYAPC Pastor Nominating Committee for calling me to serve among you. What an honor and a privilege.

Throughout 2021, this community found creative ways to nurture connection, engage spiritual formation across ages, care for one another and our neighbors with compassion and grace.

You can find these stories and so many more in this annual report, and I encourage you to spend time reading it, savoring it, and being inspired by it. I want to thank each of you for your support of this church and our mission through the generosity of your time, spirit, financial gifts, kind words, patience, and partnership. I look forward to a new year of life and ministry with you in 2022!

Grace and Peace,

Sarah
Associate Stated Supply Pastor

Rev. Rachel Pacheco

I thought that the first week of January 2021 was going to be a slow, quiet week—a wonderful and welcome time to take a breath and catch up, to step back out of the weeds and look at the big picture. I had finished preaching on Sunday and nothing urgently needed attention. Until Wednesday. The first week of January turned out to be an excruciating, chaotic, violent, and shocking week as the Capitol was attacked. A day that captured the attention of the world was unfolding in our neighborhood, traumatizing you, our friends and colleagues, loved ones, and neighbors. It was unexpected. It was not how we thought January would unfold as we approached Inauguration Day.

January was the beginning of a whole year that did not unfold as we thought it would. As a nation and as a congregation, we continued facing the unexpected. The muscles we developed in 2020 for creatively pivoting continued to be worked and strained throughout 2021, constantly adjusting plans and re-making decisions in response to multiple unexpected Covid variations and construction delays.

This church weathered this unexpected year with additional layers of change and challenge. The muscles stretched through significant change in 2020 continued to be stretched in 2021 as we lived through additional change, including changing staff, organizational structure, worship, processes, and of course, the building. Some of these changes have been painful, most of them are still in process, and we continue in our work to build community and ministry together.

In the midst of all of this, there have been moments of connection, worship, celebration, and learning that have given us life and nourishment. The stories throughout this report are a testament to God’s presence and movement among us as we responded to this challenging year by building community, caring for our neighbors, and investing in the future.

It was a joy to listen and respond to God’s call with you, to see you showing up in whatever way was possible for you. In particular, I am grateful for the connections we made with families as we delivered Holy Week and Back-to-School bags; proud of the children and youth for their worship leadership on Youth Sunday and in the Christmas Pageant; buoyed by the summer gatherings outside for church picnics, a women’s retreat, playground meetups, and mini-golf with the youth; delighted by the childrens’ conversations during worship; inspired by the impact of the simple ways we celebrated Pride Month; humbled by the careful discernment and honest conversations we had and continue having in developing hybrid worship; and excited about the ongoing Confirmation class.

2021 was my first full calendar year with you. I joined you in ministry in August 2020 knowing that a senior pastor transition was coming. It has been and remains a privilege to serve as one of your pastors in this season of transition, alongside Pastor Heather and now Pastor Sarah. I am amazed at the relationships that we have forged, despite most of church life happening online over the last 18 months. Getting to know you through screens and masks has been challenging, and I can’t wait to share meals and break bread and visit with you as we continue being Christ’s hands and feet in the world. In 2022, I look forward to partnering in ministry and growing together in faith.

Peace,

Rachel
Church Staff as of December 31, 2021

**PASTORS**
- Rev. Dr. Sarah Johnson  
  Senior Pastor and Head of Staff  
  (began November 28)
- Rev. Rachel Pacheco  
  Associate Stated Supply Pastor

**OFFICE, FINANCE, PROGRAM**
- Maila Cardoso  
  Office Manager  
  (began February 19)
- Tammi McCoy  
  Administrative Assistant  
  (began June 7)
- Lance Jameson  
  Finance Manager
- Catherine Schultheis  
  Director of Planned Giving/Special Gifts
- Theo Brown  
  Director, McClendon Scholar-In-Residence Program

**FACILITY**
- Elias Bazezew  
  Facility Manager
- David Smoot  
  Senior Custodian
- Raymond Newman  
  Custodian
- Demarco Williams  
  Custodian  
  (began March 22)
- Mary Newman  
  Reception Staff  
  (returned October 24)
- Robin Williams  
  Reception Staff  
  (returned October 24)

**WORSHIP and MUSIC**
- Dr. Stan Engebretson  
  Director of Music
- Joe Thierry  
  Audio Visual Production Manager
- Will Timmons  
  Video Audio Production Coordinator
- Andrew Reich  
  Worship Tech Team Member  
  (began October 14)
- Whitney McColley  
  Choral Associate
- Nathan Moon  
  Choral Associate
- Marcos Sonnenberg-Nieves  
  Choral Associate and Assistant Conductor  
  (began in November)
- Jenete St. Clair  
  Choral Associate and Youth Choir

**PARISH ASSOCIATES**
- Rev. Beth Braxton
- Rev. Ann Rose Davie
- Rev. John T. Mathison
- Rev. Matthew Schlageter

**NURSERY STAFF**
- Afaf Adam  
  (returned November 6)
- Jada Hendrix  
  (returned November 6)

**Staff Departures in 2021**
- Rev. Dr. Heather Shortlidge  
  Transitional Pastor  
  (departed November 21)
- Rose Kim  
  Interim Office Manager  
  (departed February 19)
- Taisha Estrada  
  Choral Associate  
  (departed October 31)
- Marcus Johnson  
  Custodian  
  (departed February 12)
### Board Members in 2021

**The Session**

<table>
<thead>
<tr>
<th>Class of 2021</th>
<th>Class of 2022</th>
<th>Class of 2023</th>
<th>Class of 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laura Brouse-Long</td>
<td>Adlai Amor</td>
<td>Elizabeth Bowman</td>
<td>Laura Brouse-Long*</td>
</tr>
<tr>
<td>Don Campbell</td>
<td>Miriam Dewhurst</td>
<td>Paul Dornan</td>
<td>Elizabeth England</td>
</tr>
<tr>
<td>Brian Dewhurst</td>
<td>Kristin Ford</td>
<td>Marilyn Seiber</td>
<td>Heather Ferguson</td>
</tr>
<tr>
<td>David Gillies</td>
<td>Brent Ling</td>
<td>Leonard Shabman</td>
<td>Matthew Weitz</td>
</tr>
<tr>
<td>Meg House</td>
<td>Meg Neill</td>
<td>Melissa Jane Taylor</td>
<td>Mary Spatz*</td>
</tr>
</tbody>
</table>

#### Class of 2021
- Laura Brouse-Long
- Don Campbell
- Brian Dewhurst
- David Gillies
- Meg House

#### Class of 2022
- Adlai Amor
- Miriam Dewhurst
- Kristin Ford
- Brent Ling
- Meg Neill

#### Class of 2023
- Elizabeth Bowman
- Paul Dornan
- Marilyn Seiber
- Leonard Shabman
- Melissa Jane Taylor

#### Class of 2024
- Laura Brouse-Long*
- Elizabeth England
- Heather Ferguson
- Matthew Weitz
- Mary Spatz*

### Board of Deacons (dissolved in July)

<table>
<thead>
<tr>
<th>Class of 2021</th>
<th>Class of 2022</th>
<th>Class of 2023</th>
<th>Class of 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Morgan Brown</td>
<td>Mary Nell Clark</td>
<td>Martha Davis</td>
<td>Mary Nell Clark*</td>
</tr>
<tr>
<td>Anne Laroche</td>
<td>Karen George</td>
<td>Koloina Randrianarivony</td>
<td>Gwenn Gebhard^</td>
</tr>
<tr>
<td>Sam Obermyer</td>
<td>Megan Janicki</td>
<td>Dan Stokes</td>
<td>Chris Kelly^</td>
</tr>
<tr>
<td>Tracy Branding Pyle</td>
<td>Dan Stokes</td>
<td></td>
<td>Megan Metcalf (2022)</td>
</tr>
<tr>
<td>Olivia Singelmann</td>
<td></td>
<td></td>
<td>Grace Morgan^</td>
</tr>
</tbody>
</table>

#### Class of 2021
- Morgan Brown
- Anne Laroche
- Sam Obermyer
- Tracy Branding Pyle
- Olivia Singelmann

#### Class of 2022
- Mary Nell Clark
- Karen George
- Megan Janicki
- Dan Stokes

#### Class of 2023
- Martha Davis
- Koloina Randrianarivony
- Dan Stokes

#### Class of 2024
- Mary Nell Clark*
- Gwenn Gebhard^*
- Chris Kelly^*
- Megan Metcalf (2022)
- Grace Morgan^*
- Margaret Myers^*
- Jeff White^*
- Annie Wong (2022)

### Board of Diaconal Ministers

<table>
<thead>
<tr>
<th>Class of 2021</th>
<th>Class of 2022</th>
<th>Class of 2023</th>
<th>Class of 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gwenn Gebhard</td>
<td>Linsey Ogden Crowell</td>
<td>Pruitt Ashworth</td>
<td>Mary Nell Clark*</td>
</tr>
<tr>
<td>Chris Kelly</td>
<td>Diane Douglas</td>
<td>Ann Bradly</td>
<td>Gwenn Gebhard^</td>
</tr>
<tr>
<td>Beth Law</td>
<td>Spence Gibbins</td>
<td>Barbara Dornan</td>
<td>Chris Kelly^</td>
</tr>
<tr>
<td>Grace Morgan</td>
<td>Amy Gillies</td>
<td>Glory Eyong</td>
<td>Megan Metcalf (2022)</td>
</tr>
<tr>
<td>Margaret Myers</td>
<td>Cameron McRobethlin</td>
<td>Jennifer Geurink</td>
<td>Grace Morgan^</td>
</tr>
<tr>
<td>Eric Slaughter</td>
<td>Bernice McIntyre</td>
<td>Carrie Reasonover</td>
<td>Margaret Myers^</td>
</tr>
<tr>
<td>Jeff White</td>
<td>Kyle Pozza</td>
<td>Martha Sykora</td>
<td>Jeff White^</td>
</tr>
</tbody>
</table>

#### Class of 2021
- Gwenn Gebhard
- Chris Kelly
- Beth Law
- Grace Morgan
- Margaret Myers
- Eric Slaughter
- Jeff White

#### Class of 2022
- Linsey Ogden Crowell
- Diane Douglas
- Spence Gibbins
- Amy Gillies
- Cameron McRobethlin
- Bernice McIntyre
- Kyle Pozza

#### Class of 2023
- Pruitt Ashworth
- Ann Bradly
- Barbara Dornan
- Glory Eyong
- Jennifer Geurink
- Carrie Reasonover
- Martha Sykora

#### Class of 2024
- Mary Nell Clark*
- Gwenn Gebhard^*
- Chris Kelly^*
- Megan Metcalf (2022)
- Grace Morgan^*
- Margaret Myers^*
- Jeff White^*
- Annie Wong (2022)

### Board of Trustees

<table>
<thead>
<tr>
<th>Class of 2021</th>
<th>Class of 2022</th>
<th>Class of 2023</th>
<th>Class of 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Craig Berry</td>
<td>Hal Hiemstra</td>
<td>Doug House</td>
<td>Heather Choi</td>
</tr>
<tr>
<td>Tom Dunlap</td>
<td>Aryn Myers</td>
<td>Karin Lohman</td>
<td>Gina Kim</td>
</tr>
<tr>
<td>Karl Hoffman</td>
<td>Edith Snyder</td>
<td>Richard Snyder</td>
<td>Tracy Branding Pyle*</td>
</tr>
</tbody>
</table>

#### Class of 2021
- Craig Berry
- Tom Dunlap
- Karl Hoffman

#### Class of 2022
- Hal Hiemstra
- Aryn Myers
- Edith Snyder

#### Class of 2023
- Doug House
- Karin Lohman
- Richard Snyder

#### Class of 2024
- Heather Choi
- Gina Kim
- Tracy Branding Pyle*

^Elected for a second consecutive term
*Nominated to be elected at the Congregational Annual Meeting (Part 2) on February 13, 2022
Nominating
David Gillies, Chair

In 2021, the Session approved a proposal from its Reorganization Task Force that included dissolving the Board of Deacons. This was part of an effort to right-size NYAPC’s board structure, better align staff to boards and committees, and reduce burnout for staff and board members. The Nominating Chair was a member of the Reorganization Task Force and the Session. The Committee thanks all former Deacons for their significant contributions to NYAPC. With the new board structure in place, the Committee called 13 members to board service in 2022, and they were elected at the Congregational Meeting on December 5, 2021. The slate included:

**Session, Class of 2024**
- Laura Brouse-Long
- Liz England
- Heather Ferguson
- Matthew Weitz

**Diaconal Ministers, Class of 2024**
- Gwen Gebhard
- Chris Kelly
- Grace Morgan
- Margaret Myers
- Jeff White

**Trustees, Class of 2024**
- Heather Choi
- Gina Kim

**Diaconal Ministers, 2022**
- Jeff White
- Megan Metcalf and Annie Wong

The Committee focused on seeking newer members of the congregation. The Committee continues to work on filling 4 remaining vacancies in the class of 2024: 1 Elder, 2 Diaconal Ministers, and 1 Trustee. The Chair appreciates the dedicated efforts of the Committee: Miriam Dewhurst (Session), Eric Slaughter (Diaconal Ministers), Aryn Myers (Trustees), and Sarah Benzing, Catherine Cannon, Karen Dunlap, Karen Feret, Cathy Schultheis, and Molly Smith representing the congregation at large.

Pastor Nominating Committee
Heather Choi and Kristin Ford, Co-Chairs

In July 2021, following a year of diligent work, prayer, and discernment, the Pastoral Nominating Committee (PNC) announced it had selected a candidate to be the next senior pastor of NYAPC. The PNC began its work in the summer of 2020 with conversations with the congregation. Next, the PNC crafted the Ministry Information Form to both describe the mission and ministries of the church and convey what NYAPC was looking for in a candidate. The PNC conducted extensive outreach to potential candidates and networks, and designed a robust process to evaluate candidates and mitigate implicit biases. Those tools were used to conduct multiple rounds of interviews, reference checks, and sermon reviews, including sermons tailored to our congregation. The PNC reviewed hundreds of applications and developed a strong, diverse pool of candidates. In this unusual time, the PNC had to work around Covid-19 during the entire process and met nearly exclusively by Zoom, but was very fortunate to have many rich and robust conversations and interviews virtually.

In September, the PNC announced the Rev. Dr. Sarah Johnson as its nominee. The PNC’s decision to name Sarah as the candidate was unanimous, rooted in a shared sense of God at work, nudging her towards our congregation. The PNC was especially struck by her inspiring and powerful preaching; her desire to help NYAPC deepen our spirituality, individually and collectively; her experience navigating and leading complex organizations and managing staff; her deep commitment to social justice; and her extraordinary willingness to listen to, nurture, and care for people at all ages and stages of life. The PNC’s first opportunity to meet with Sarah, in-person, was in July. That time together was such a gift and really cemented for the PNC that God was calling Sarah to serve as our next senior pastor. The congregation voted to call Sarah as our senior pastor at a congregational meeting on September 26 and her first day was November 28. The PNC is grateful for the congregation’s support throughout this process, and for Sarah’s willingness to step into this new call and minister alongside us.
The Session
Miriam Dewhurst, Clerk

A great deal of Session meeting time in 2021 was devoted to church governance. A Reorganization Task Force worked for months and, after much discussion, the Session adopted their recommendations. The most significant recommendation was to dissolve the Board of Deacons and create a Justice Ministries Committee of the Session. The congregation agreed to this action at a special meeting in June.

While many area churches returned to in-person worship early in 2021, our congregation continued to worship online due to continuing Covid concerns and the extensive renovation of the church’s HVAC system. The delay, while painful, allowed for the planning and purchase of equipment necessary to have hybrid worship services. There are now many people who regularly worship with us online who live out of the area – El Salvador, Germany, Sweden, Texas, Indiana, Georgia. Protocols were developed that allowed the congregation to return to in-person worship in late October.

While the Covid pandemic continued to impact the church in 2021, the congregation has been resilient and creative in maintaining its witness to God’s love and justice. The Session is especially grateful to Transitional Pastor Rev. Dr. Heather Shortlidge for her outstanding leadership through the worst of the pandemic.

NYAPC is a member of the National Capital Presbytery (NCP), typically sending three Elder Commissioners to NCP meetings. In addition to those Elders who served as Elder Commissioners in 2021, other NYAPC members serving in the presbytery are Karl Hoffman (NCP Investment Committee Chair), Dan Stokes (Session Records Review Committee), Paul Dornan (NCP Committee on Ministry), and Miriam Dewhurst (NCP Leadership Council). The Church Assessment Tool survey that NYAPC has used twice in the past few years was made possible by the presbytery, which paid part of the cost and provided someone to interpret the results. NYAPC has also received NCP grants to enable support of our international partnerships and to purchase equipment to be used in hybrid worship services.

NYAPC 2021 Statistical Report

<table>
<thead>
<tr>
<th>Year-End Membership</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Church Members</td>
<td>443</td>
<td>438</td>
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<tr>
<td>Affiliate Members</td>
<td>9</td>
<td>9</td>
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<table>
<thead>
<tr>
<th>Members Added to the Active Roll</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Profession of Faith</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Reaffirmation of Faith</td>
<td>1</td>
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<table>
<thead>
<tr>
<th>Members Removed from the Active Roll</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Deceased</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Letter of Transfer</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Removed from Active</td>
<td>3</td>
<td></td>
</tr>
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</table>

| Affiliate Member Change            | 0    |      |
| Baptisms                           | 1    |      |

<table>
<thead>
<tr>
<th>Profession of Faith/Baptism</th>
<th>Heather Ferguson</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reaffirmation of Faith</td>
<td>Gina Kim</td>
</tr>
<tr>
<td>Letter of Transfer</td>
<td>Brian Carlson</td>
</tr>
<tr>
<td>Deceased</td>
<td>Nancy Naglehout</td>
</tr>
<tr>
<td></td>
<td>Robert Osborn</td>
</tr>
<tr>
<td></td>
<td>Michelle Valentine</td>
</tr>
<tr>
<td></td>
<td>Kathryn Walter</td>
</tr>
<tr>
<td>Removed from Active Roll</td>
<td>Kathryn Doan</td>
</tr>
<tr>
<td></td>
<td>Bernice McIntyre</td>
</tr>
<tr>
<td></td>
<td>Michael Pete</td>
</tr>
</tbody>
</table>
As 2022 begins, our staff structure reflects the personnel piece of our strategic plan goal to “optimize the effectiveness of our leadership/staff structures and programs/ministries.” In 2021, the committee:

- **Ensured staff positions were well filled**, welcoming Maila Cardoso as permanent Office Manager (March), hiring Demarco Williams as a Custodian (March) and Tammi McCoy as Administrative Assistant (June), converting Rev. Rachel Pacheco’s position as Associate Pastor Stated Supply to full time (July) and renewing her contract for a second year (August), returning furloughed Receptionists Mary Newman and Robin Williams as building use increased (late summer), returning furloughed Nursery staff Jada Hendrix and Afaf Adam (October), and extending Rev. Dr. Heather Shortlidge’s contract through December 31, to support the transition to our new Senior Pastor, Rev. Dr. Sarah Johnson, who began November 28.

- **Hired a temporary security officer** (June 14–October 22) to help manage the period before the church was fully reopened when contractors needed daily access to the building and the McClendon Center and the Downtown Day Services Center returned to offering their services.

- **Updated and created job descriptions, as needed**, for the Associate Pastor, Director of Music, Worship Tech Team, Administrative Assistant, Receptionist Staff, and Nursery Staff.

- **Continued to refine NYAPC’s revised employee handbook in several areas**: 1) increasing sick leave for staff to 12 days/year with a carryover of 3 days from one year to the next, 2) clarifying our parental leave policy to align with DC’s Sick and Safe Leave Law, totaling 12 weeks of leave for the birth/addition of a child; 3) defining staff spending authority and credit card use; and 4) adding the new Juneteenth federal holiday to holidays given to staff.

- **Implemented a new parking and transit benefit for all staff**, continuing in the 2022 budget.

- **Made policy decisions, particularly around the pandemic**, requiring all staff to be vaccinated against Covid-19 except for doctor-provided medical reasons, and to wear masks in the building.

- **Worked with the Trustees and Building Committee to refurbish the 2nd floor offices and Room 403** with new paint, carpet, lighting, and furniture for our Pastors, Music Director, and space for children and youth programs. This work is scheduled for completion in 2022. The committee also arranged for Facility Manager Elias Bazezew to have temporary private office space in Room 105 pending a comprehensive review of office spaces and uses, including the 3rd floor main office.

- **Oversaw the completion of performance reviews for all staff, using an approach and template developed for their 2020 reviews**. Rev. Shortlidge ensured that staff reviews were completed before her departure and Rev. Johnson’s arrival. The Committee reviewed Rev. Shortlidge’s performance, provided feedback, and conducted an exit interview before she left.

- **Hosted a staff luncheon in September outside at a local restaurant to celebrate all the staff accomplished this year**, arranged for recognition of our pastors during Pastor Appreciation Month in October, and organized the congregation’s year-end holiday gift to the staff. Contributions in 2021 exceeded those of 2020, with each staff member, except the Senior Pastor, receiving $620. The committee is grateful for the congregation’s generosity to our staff.

- **Organized a farewell video and gift for Rev. Shortlidge** on November 21, her last Sunday.

- **Welcomed and began the process of on-boarding Rev. Johnson**, shortly following her call in late September. To greet her, the committee hosted Rev. Johnson at a dinner on November 30.

This work would not have been possible without the dedication and professionalism of the committee: Adlai Amor (Session), Amy Gillies (Diaconal Ministers), Jonathan D. Lauer (Congregation), John Quinn (Congregation), Mary Spatz (Congregation), Rev. Shortlidge, and now Rev. Johnson. Thank you, all.
Strategic Plan

Meg House

Much has changed since the Strategic Plan was drafted and adopted! The Vision-Strategy Task Force began meeting in 2018, when Rev. Roger Gench and Rev. Alice Tewell were still our pastors, and Session adopted the full plan in December 2019, not long after Transitional Pastor Heather Shortlidge began her time with us. Only a few months later, the pandemic disrupted church life, requiring new creativity as well. Nevertheless, we have made good progress on several aspects of our three goals:

1. Cultivate deeper faith within our individual lives and within the faith community
2. Broaden our understanding and practice of stewardship
3. Optimize the effectiveness of our leadership/staff structures and programs/ministries

We have been especially successful in Goal #2 and Goal #3. The Finance Committee, Church Treasurer, Financial Manager, Board of Trustees, and Stewardship Committee have made great strides increasing the clarity and understanding of our finances, in helping us understand our restricted and unrestricted funds, and in developing successful annual pledge campaigns and a very successful capital campaign. While some work is never done — e.g. improving communication of our financial information to leadership and the congregation and making stewardship a year-round practice for the congregation — there is always progress to be made, and we should celebrate these terrific accomplishments.

Similarly, we have substantially accomplished optimizing our organizational structure, the first part of Goal #3. The Personnel Committee has re-envisioned our staff structure to respond to what our church needs today, and we are working well within this new structure. On the lay leadership side, a new structure has been proposed and adopted, but more work needs to be done as we figure out how best to translate what is on paper to how we do our work in the church. These changes also included loss of staff and older ways of doing our work. This is a challenge for all of us as we move forward. While optimization, like communication and stewardship, is never done, we again should celebrate!

As for Goal #1, Cultivating Deeper Faith, the pandemic disrupted and interfered with progress even as it required creativity. Some changes made in response to pastoral transitions and online worship also explore aspects of this goal. As we learn more about how best to hold hybrid worship, and, we pray, return to more in-person activities in 2022, this goal should be revisited.

In fact, these three goals were never intended to encompass everything that is important for our congregation. Rather, they identified what leadership saw as the top necessary priorities for our congregation at the time.

As we move into 2022 with our new Senior Pastor, and in the hopes that Covid-19 will be a less disruptive force in our lives, this may be a perfect time to begin to revisit this plan overall. Aspects of the plan that have been substantially accomplished, while still important, might move out of the plan’s three-goal focus, as we identify a new goal or goals to take their place.
Worship and Music

Meg Neill, Co-Chair

2021 was a second year of pivots for all of us, including in Worship and Music. For most of the year, we continued to worship online on Zoom, streaming on Facebook Live and YouTube. The online platforms enabled us to worship as a community through our screens, including people from across the nation and around the world.

Our worship and tech teams spent the summer planning for a return to the sanctuary, but with a determination to continue connecting with those who are unable to worship onsite due to distance, virus concerns, illness, or other reasons. The HVAC project and the Covid-19 delta variant delayed our return to in-person worship until October 24, approximately 20 months after we'd last gathered in the building. Screens mounted in the sanctuary enable those worshiping onsite to see those online who wish to pass the peace or make prayer requests, and to view readings and hymn lyrics. They have also enabled us to see videos, including some created by Will Timmons. We have had some worship leaders participate online, including a number of children for a wonderful hybrid Christmas pageant. We will continue to experiment, and we invite feedback: feedback@nyapc.org. Since we began hybrid worship, we have averaged 88 people online and 119 people onsite weekly.

With the reorganization of the boards, Worship and Music took on the responsibility of managing ushers. We have a large cadre of onsite ushers recruited and led by Rev. Beth Braxton. They are quite visible with red stoles crafted by Rev. Beth. Additional volunteers are always welcome.

Raleigh, NC resident and NYAPC member Mark Zaineddin continued to coordinate our lay liturgists, and we have enjoyed the contributions of many members in this role. Anyone who is interested in leading worship in this way is invited to contact Mark at zaineddin@gmail.com.

On November 21, we said goodbye to our transitional pastor, Rev. Dr. Heather Shortlidge, after over two years, and welcomed Rev. Dr. Sarah Johnson the following Sunday. We expect to work with her in the coming year to assess our worship experience and make changes as needed: “Reformed, always reforming!”

We are extremely grateful for the service and expertise of those who make things run for every service: our pastors, music director, choir and hymn leaders, tech team (Joe Thierry, Will Timmons, Andrew Reich, and Jorn White), ushers (online and onsite), and all the additional volunteers who have contributed to making the technical and worship elements of our services run smoothly and engagingly.

Thank you to all the members of the Worship and Music Committee: Fred Dann, Rev. Beth Braxton, Matthew Weitz, Tamara Saltman, and Dan Stokes, with essential contributions from Dr. Stan Engebretson and Joe Thierry, and with the guidance of Rev. Heather Shortlidge, Rev. Rachel Pacheco, and Rev. Sarah Johnson. Co-Chair Don Campbell is rotating off the Session in 2022; we thank him for his many contributions over the last several years!
Music Ministry

Dr. Stanley P. Engebretson, Director of Music

Opening the church in October was the event that all of us at NYPAC were waiting for in 2021! It was wonderful to bring the congregation and choir back into the newly renovated sanctuary to resume onsite and online worship as our new hybrid model going forward. This fall we welcomed Rev. Dr. Sarah Johnson to NYAPC while saying goodbye to Rev. Dr. Heather Shortlidge, who guided us through the pandemic course of 20 long months. We appreciated all of Heather’s care and are pleased that Rev. Rachel Pacheco remained with us during this transition so that now our permanent worship team is in place to move forward into the new year of 2022!

During the first 10 months of 2021, the music program was virtual with recorded anthems and solos. We appreciated the help provided by the entire tech team in our weekly worship. In February, we taped organ and brass ensemble music at Vienna Presbyterian Church for later use at Easter and throughout the spring, remaining virtual until late fall. Throughout the year, the choir enjoyed special guest Zoom sessions by leading choral composers and other artists. NYAPC also hosted international artists Aundi Marie Moore, Metropolitan Opera Soprano, and Chris Gekker, trumpet with the National Philharmonic, in our services along with other distinguished artists. During Advent, the choir presented selections from Vivaldi’s Gloria with orchestra, and instrumentalists joined us for special music on our “homecoming” Sunday in October and during Christmas Eve services.

Meg Neill, our wonderful Sanctuary Choir President, completed her term in the spring and Tamara Saltman assumed duties as our new leader. Choral Associates, Whitney McColley, Jenete St. Clair, Taisha Estrada, and Nathan Moon, all helped lead music on Sundays and throughout the week. In the fall, Taisha Estrada moved on to a new position, so we welcomed Marcos Sonnenberg-Nieves as our new tenor choral associate and assistant conductor. Additional leadership was appreciated from many instrumentalists and vocalists from within the choir and throughout the congregation who provided a variety of music for NYAPC services.

The Instruments
We are pleased the Schleuter Organ withstood the long period of silence while the sanctuary was being remodeled. There are issues that still need to be addressed and we are continuing to assess needs in 2022 to make the organ more stable, but addressing the climate and humidity in the room was the biggest challenge which thankfully has been met. Our local Lewis and Hitchcock Company cares for the organ, while James Davis continues to provide excellent care as the piano/harpsichord technician.

Personal Reflection
Never in my 31 year-tenure as Director of Music at NYAPC have I had a couple of seasons like the past two, where we survived, and yet even managed to thrive, in our Covid-enforced hiatus! At the end of 2021 and leading forward, we all celebrate the return to the “new normal,” which for musicians means being back in the sanctuary singing together again, creating glorious music in celebration of worship. You can join too! All are invited to come and sing in the choir!
Congregational Nurture and Learning

Meg Hanna House, Chair

Our new Congregational Nurture & Learning Committee managed well this year – embracing new responsibilities and accommodating our least favorite committee member: Covid-19. Zoom continued to play its pandemic role, and a Covid scare caused a last-minute postponement of our fully-planned All-Church Retreat until March 2022. But we also organized a variety of hybrid and in-person events, as we worked to fulfill our purpose statement:

To help our congregation know one another and grow and learn spiritually, so that we can be a nurturing community able to witness to our faith in word and action.

As we combined Nurture with Adult Christian Education, we welcomed much-appreciated new committee members Len Shabman and Kyle Cristofalo. Len has taken the lead in exploring and developing what the learning part of our portfolio will become. Focusing on the 9am Sunday hour, he has organized hybrid classes and discussions. Two of these sessions were follow-up discussions to McClendon Scholar Programs (featuring Rev. William Barber and Climate Scientist Katharine Hayhoe), which have led to a group interested in exploring faith and action around racial and climate justice. As we look toward 2022, we want to develop a pattern for what to expect each week on Sunday mornings, and we will explore other times, recognizing that 9am does not work for everyone.

Traditional Nurture activities continued, with a Covid-twist: Dinners for Nine began mainly online, but by midyear, most were in person. Online coffee fellowship breakout sessions continued to be a way for people to gather after Zoom worship. Now, we have begun offering coffee and treats on the sidewalk after in-person worship. Coffee fellowship is a team effort: Sometimes the group is small, but as Paul Gebhard said one morning: If there is one meaningful conversation or contact, it is worth it. Thanks to everyone who has helped host, either online or on the sidewalk. There are too many names to list!
First Sunday FaithTalk has continued online, with topics ranging from our favorite scripture passages to “what’s your church personality?,” from how to practice hope to images of light and dark in scripture. Between 13 and 20 people participate each month; the discussion is always full of insights. And while the All Church Retreat had to be postponed, Molly Johnson and Meg House led a “sequentially hybrid” women’s retreat in June: a morning Zoom session focused on Jesus’ encounter with the Canaanite woman in Matthew, followed by an outdoor picnic.

Picnics were a joyful part of 2021. We held two in Rock Creek Park. Thank you to Karen Dunlap, Courtney Spearman, Mary Spatz, Hillary Webster, and everyone else who helped organize and lead these joy-filled events. And we hosted an indoor intergenerational Advent activity, where we could work together and socialize, masked and without food (a challenge for this committee!).

We look forward to continuing our work in 2022, beginning with facilitating get-to-know-you sessions with new Senior Pastor Sarah Johnson.

Thank you to Kyle Cristofalo, Melanie Dann, Miriam Dewhurst, Karen Dunlap, Molly Johnson, Sam Obermyer, Rev. Rachel Pacheco, Cathy Schultheis, Len Shabman, Mary Spatz, Courtney Spearman, and Hillary Webster for all your work, ideas, and support this year!
Children and Youth

Kristin Ford, Chair

This year was a full and complex year for the Children & Youth Committee. In the spring, we transitioned our work from the Christian Learning Cluster to a committee focused on children and youth, as Adult Christian Education moved under the new Congregational Nurture & Learning Committee. Before the shift, we offered several exciting Adult CE classes via Zoom, including:

- “Christian Nationalism, White Supremacy, Rising Violence and... Christian Theology?” with Matthew Taylor
- A Lenten series with Therese Taylor-Stinson
- “For Such a Time as This: Poetry and Social Action” with Kathleen O’Toole
- “Health Equity at the Border: A Presbyterian Perspective” with Dr. Adrian Billings

In the spring, we developed our committee’s mission statement:

To support the children, youth, and families of the congregation in growing in faith and connecting more deeply with one another and God, through Christian education, fellowship, worship, and other spiritual formation opportunities.

As the pandemic evolved, we did our best to continue to adapt and meet the needs of our young people. We continued to offer virtual Sunday school until we resumed in-person worship and Sunday school in the fall. A new confirmation class also kicked off with five of our 8th and 9th graders. A special thank you to all our teachers for their deep wells of patience, love, and flexibility!

Some other highlights of our year:

- Delivering Holy Week bags and back-to-school bags to NYAPC families
- A terrific Zoom Youth Sunday on May 16, 2021
- A marvelous hybrid Christmas pageant on December 12, 2021, with a script from Rev. Billy Kluttz, leadership from Molly Johnson and Rev. Rachel Pacheco, and an exuberant cast of children and youth
- Several playground meet-ups for families and children
- Parent gatherings via Zoom on Friday nights
- Cleaning, organizing and re-opening the nursery
- Setting up activity kits for kids in worship when we resumed in-person worship

We are so grateful for everyone who supported and nurtured our children, youth, and families this year!

The committee included Kristin Ford (Chair), Rev. Rachel Pacheco, Morgan Brown, and Karen Dunlap.
The McClendon Scholar-in-Residence Program (MSIR) has completed its 15th year. We continued to sponsor programs in the three areas that have been our primary focus: 1) race, poverty, and social justice, 2) Christian citizenship and reconciliation, and 3) biblical and theological education. We added the climate crisis in 2020. All presentations made by our scholars were conducted entirely online. While Zoom webinars have limitations, we saw that they also make it easier for some people to participate. As a result, we had the largest participation in our programs ever. We hosted seven programs with more than 3,500 people participating from over 25 states. 2021 programs included:

- **January 14: “Lessons from the Civil Rights Movement”** - Rev. James Lawson was unable to participate at the last minute, so we had a discussion with author Taylor Branch and SNCC organizer Bernard Lafayette who were also scheduled to be on the program. Almost 1,000 people attended the webinar.

- **February 10: “A New Year’s Message for America”** - Rev. Lawson was rescheduled and gave a powerful talk before engaging in conversation with Rev. Joe Daniels of Emory United Methodist Church. About 500 people attended the presentation.

- **March 20: “Dreams Vision and Apocalypse: Alternative Realities in the Old Testament”** - Dr. Judy Fentress-Williams of Virginia Theological Seminary gave an online lecture for about 400 people and joined a smaller group discussion in the afternoon with 25 people.

- **April 14: “Spiritual Audacity: The Abraham Joshua Heschel Story”** - We showed the new film on Rabbi Heschel’s life to about 450 people and had a discussion with his daughter, Dr. Susannah Heschel, and the filmmaker Martin Doblemeier.

- **July 7: “Seeking Wisdom and Social Healing in a Time of Division”** - This program featured Krista Tippett and Lucas Johnson from the “On Being Project.” It was co-sponsored with the National Institute for Civil Discourse and had about 750 participants.

- **October 26: “Saving Us: A Climate Scientist’s Case for Hope & Healing”** - Dr. Katharine Hayhoe gave a lively presentation on what is needed to combat climate change and why it is important for people of faith. She then took questions from a young person from NYAPC and a leading local climate change activist. She also answered questions directly from the audience.

- **November 11: “Re redeeming the Heart and Soul of America”** - Rev. William Barber was interviewed by Rev. William Lamar of Metropolitan AME Church, and spoke to about 500 people about his background, personal faith, and work with the Poor People’s Campaign.

Almost 4,000 people viewed the recordings of our 2021 programs on YouTube, particularly Krista Tippett and Lucas Johnson (1,460 views), Katharine Hayhoe (650 views), and Rev. Barber (525 views). We continued our efforts to get people involved in assisting formerly incarcerated individuals. The Returning Citizens Assistance Network, organized in response to previous MSIR programs, has grown to include 20 congregations. A new fund was established and received over $20,000 in donations to help those reentering society after spending time in the criminal justice system. All programs were planned and organized with the McClendon Scholar in Residence Council. Current members include Paul Dornan (Chair), Adam Bain, Evelyn Ying, Megan Janicki, Jim Martin, David Snyder, Melissa Jane Taylor, Pruitt Ashworth, and Wilson Golden.
Community Book Study
Miriam Dewhurst

The Community Book Study group continued to meet online through 2021, most recently reverting to its first and third Thursdays at 10:00 am schedule. Books read this year include *Christ and the Multiverse* by Rev. David Williams, son of David and Helen Williams and pastor of the Poolesville Presbyterian Church; *Journey to the Common Good* by Walter Brueggemann; selections from *World on Fire* by Wendell Berry, *Jesus and the Disinherited* by Howard Thurman; and *Why Religion* by Elaine Pagels. Regular participants include Ann Bradley, Beth and Bob Braxton, Martha Davis, Miriam and Steve Dewhurst, Tom Dunlap, Anne Laroche, Cathleen and Jonathan Lauer, Marilyn Seiber, Mary Spatz, and Una Turley. The group continues to welcome new participants. The Zoom link appears in the Weekly.

Prayer Groups
Miriam Dewhurst

At least three times a week, members gather to pray for each other, for friends and family, for our church, for our sister congregations in other parts of the world, for our country, and for the world. Everyone is welcome at these gatherings, either dropping in or participating regularly. The Zoom links are in the Weekly in the box labeled “Weekly Groups.” Also, anyone with a prayer concern or a joy to celebrate is welcome to contact a member of one of the groups and that joy or concern will be lifted up at the next meeting.

Gathered for Prayer is a hybrid meeting in the Lincoln Chapel on Sunday mornings from 9:15-9:45am. Tuesday Morning Prayer and Thursday Morning Prayer meet via Zoom from 8:00-8:30am. The Tuesday and Thursday sessions include inspirational readings from the Bible and other resources. Come pray with us and/or let us pray for you.

Rev. Beth Braxton, Miriam Dewhurst, Adrianne George, Karen George, Spence Gibbins, Meg House, Karin Lohman, Marilyn Seiber, Helen and David Williams

Docherty Center and Sizoo Library
Tom Dunlap, NYAPC Librarian

With our members zooming in from around the area, nation, and the world, the Sizoo Library has changed into an extremely safe and utterly quiet zone. The books are all safe, but when there are no readers, no borrowers, no meetings, no exchange of greetings or changing of diapers, the library morphs into more of a warehouse for great ideas, spiritual illumination, and stories of saints and saviors. The 17,000 books are awaiting readers of all kinds, missions, and needs.

Recently, the library has been a work zone and storage area for the HVAC materials and equipment. In 2022, a part of the collection will need to be re-shelved in the venerable Dewey order. Anyone interested in volunteering for this task or suggesting new books for our collection, please contact me.
History and Archives

Len Shabman, History and Archives Programs Coordinator

Since 1860, NYAPC and its predecessor congregations have wrestled with scripture, seeking to discern what it means to be the church in the world. The Archives and History Committee is the steward of this deep and fascinating story. The ability to tell our story now, and for future generations, demands careful organization and proper storage of important church documents and other items relevant to church history.

- In 2021, the decision was made to move the archives to the vacant space on the H Street side of the Radcliffe Room. That new space will be occupied in 2022, after a modest renovation that will create a climate-controlled and secure area for document storage.

- During the pandemic, many of our materials have come in digital form, and much of our activity in the church and community has been recorded in audio and video formats. This most recent experience will be our future reality. Our work during 2022 will include developing procedures to assure proper cataloging and storage of digital material.

The year marked 10 years since the publication of Capital Witness, the most recent publication telling the history of NYAPC. In the years since, new research has resulted in publications and presentations building on the solid foundation created by Capital Witness. In 2021:

- The committee as a whole, and individual members of the committee, made several Zoom presentations on NYAPC history. Many were recorded and will be available for future viewing.

- The committee conducted interviews of record with Roger Gench and Heather Shortlidge for the archives, with final publication in 2022.

- John O’Brien wrote a series for AveNews celebrating 160 years since Abraham Lincoln began to worship at NYAPC. John has moved out of the area, but continues his research on NYPAC history as our Lincoln scholar and is helping us prepare for the 100-year anniversary of the opening of the Lincoln Memorial.

- Paul Dornan’s article “But These People Are Coming: New York Avenue Presbyterian Church and the Poor People’s Campaign” was published in DC History. His paper on NYAPC and the Selma Marches was accepted for publication in the Journal of Presbyterian History for 2023.

Following all regular worship services, visitors from around the nation and the world, as well as inquirers seeking a local church home, can join a docent-led tour to learn about NYAPC’s past, present, and future as a justice-seeking congregation. We also offer tours on weekdays upon request from outside groups.

- Tours began again when the building opened in late November, but recent years have brought a thinning of the ranks of docent volunteers. The year 2022 will include recruiting new docents as well as the development of virtual and self-guided tours.

- In support of tours—virtual, self-guided, or in person—we will renew work delayed by the pandemic to expand and reorganize materials displayed in the John Quincy Adams room, the Lincoln Parlor, the Docherty Center, and other areas of the building. These efforts will be accompanied by plaques explaining the significance of the displayed items and by posting the visual narratives prepared by David Powell.
Diaconal Ministers

Gwenn Gebhard, President

All 21 positions on the Board were occupied during 2021. The following individuals were members of the Board of Diaconal Ministers:

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<thead>
<tr>
<th>Class of 2021</th>
<th>Class of 2022</th>
<th>Class of 2023</th>
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<tbody>
<tr>
<td>Gwenn Gebhard</td>
<td>Linsey Ogden Crowell</td>
<td>Pruitt Ashworth</td>
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<tr>
<td>Chris Kelly</td>
<td>Diane Douglas</td>
<td>Ann Bradley</td>
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<td>Beth Law</td>
<td>Spence Gibbins</td>
<td>Barbara Dornan</td>
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<td>Grace Morgan</td>
<td>Amy Gillies</td>
<td>Glory Eyong</td>
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<td>Margaret Myers</td>
<td>Cameron McGlothin</td>
<td>Jenni Geurink</td>
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<td>Eric Slaughter</td>
<td>Bernice McIntyre</td>
<td>Carrie Schenkel Reasonover</td>
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<tr>
<td>Jeff White</td>
<td>Kyle Pozza</td>
<td>Martha Sykora</td>
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We started the year with gratitude for the service of outgoing board president John O’Brien. His leadership supported the Diaconal Ministers (DMs) during the first year of the pandemic, a time when physical contact was severely restricted, the building was closed, and most activities moved into virtual space.

Visiting
The Diaconal Ministers have done very little visiting of individual church members because of Covid-19 restrictions, and it is not yet known when this responsibility will be resumed.

Cards
Linsey Crowell, as Corresponding Secretary, sent cards and notes to those we learned about having life difficulties, illness, and special family milestones, as well as to say NYAPC is thinking of you. Linsey designed and printed Birthday Postcards for use by DMs, featuring a photo of the exterior NYAPC sign with the message “Happy Birthday!” She mailed 268 Birthday postcards to the congregation between February 1 and December 8.

Other DMs also mailed cards based on the Care & Prayer list, and a third note-writing campaign was undertaken to send greetings to everyone in the active NYAPC congregation. The DMs were assisted by the Nurture Committee and other congregation members.

Flowers
Barbara Dornan, 1st Vice President, took charge of ordering and organizing three bouquets to be delivered each week to members celebrating birthdays and new babies, as well as those suffering from an illness or bereavement.

When hybrid worship began on October 24, the DMs returned to the practice of having two large flower arrangements from Foxglove Florist on either side of the Communion Table during worship each week. The DMs also returned to the practice of taking apart those large arrangements after worship and rearranging them into small bouquets to give to church members.

Easter lilies and Christmas poinsettias furnished by Homestead Gardens were dedicated by church members in memory and in honor of many loved ones, and then delivered to NYAPC church members.
Prayer Requests
At the end of July, Jim Davidson stepped down as the coordinator of the Care & Prayer List after 19 years of service. He collected prayer requests reported to him as well as those made during worship services and assembled the Care & Prayer List, which is then distributed to the congregation. Under the leadership of Carrie Schenkel Reasonover and Grace Morgan, this responsibility has been taken up by the DMs who collect the prayers spoken during the Sunday service (both in church and on Zoom) and those written in the Zoom chat. In addition, the pastors and concerned individuals forward names to the DMs for inclusion in the Care & Prayer List.

Hospitality
Since the current Covid protocols for the church building include masking indoors and not eating together indoors, the DMs have not resumed facilitating receptions after memorial services. This will continue for the foreseeable future until the Covid protocols change.

DM Officers in 2021

<table>
<thead>
<tr>
<th>Officer</th>
<th>Name</th>
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<tbody>
<tr>
<td>President</td>
<td>Gwenn Gebhard</td>
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<tr>
<td>First Vice President</td>
<td>Barbara Dornan</td>
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<tr>
<td>Second Vice President</td>
<td>Diane Douglas</td>
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<tr>
<td>Treasurer</td>
<td>Kyle Pozza</td>
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<tr>
<td>Recording Secretary</td>
<td>Spence Gibbins</td>
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<tr>
<td>Assistant Recording Secretary</td>
<td>Chris Kelly</td>
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<tr>
<td>Corresponding Secretary</td>
<td>Linsey Ogden Crowell</td>
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Columbarium

*John Schultheis, Chair*

The Columbarium in the Lincoln Chapel provides a permanent witness to the community of saints who have worshipped, worked, and lived among us. It holds in niches the cremated remains of persons who were members of the church, loved ones of members, and people with ties to the congregation. The Columbarium offers a loving and Christian shelter of earthly remains, which is both financially and environmentally beneficial. When the ashes are immured, a short service, similar to a graveside ceremony, is held, usually following a memorial service in the sanctuary, the Chapel, or elsewhere.

To date, subscribers have reserved nearly twenty percent of the 288 niches. A niche currently costs $3,000 for a two urn niche and $2,000 for a one urn niche. Memorial tablets with inscribed nameplates are an alternative available for those whose remains rest in other places but wish to be remembered as part of the NYAPC community of saints. The current cost of a memorial tablet is $300.

The Committee (Rev. Ann Davie, Jim Davidson, John Schultheis, Dan Stokes, and Lenora Thierry) urges members and families to care for our community and honor loved ones through the Columbarium.
Evangelism

*Paul Dornan, Chair*

The Evangelism Committee is charged with leading the congregation’s efforts to share the Good News of God’s active and loving presence in the world. Much of the committee work is fairly routine but crucial: sending a word of welcome to each new visitor who gives us an email address; tracking returning visitors from week to week; producing new nametags; staffing the welcoming table in the narthex on Sundays; hosting new member classes; designing outside banners for Easter and Christmas.

The pandemic challenged our evangelism efforts since our work to bring in new members and engage them in church life mostly depended on meeting in person. Much of our deliberations have centered on how to shift our efforts to a “hybrid” reality. Some special things we accomplished this year:

- Brought two people into church membership;
- Met with Rev. John Molina-Moore, General Presbyter, about ways to approach evangelism and membership in today’s world, resulting in a two-week education series we will lead in January 2022 on “Telling Our Stories,” which he suggested is the greatest contributor to evangelism;
- Developed a proposal to the Session to open church membership to those worshipping with us virtually and living distanced from Washington;
- Sponsored a Global Gathering after virtual worship, a time of fellowship among members and visitors who worship with us from outside the DC Area, including overseas;
- Made new permanent name tags for members in preparation for our return to the sanctuary.

The following people contributed significantly to this work in 2021: Elizabeth Bowman; Linsey Crowell; Matthew Davis; Paul Dornan, Chair; David Hoff; Jenean McKay; and ShuXian McKenna. Thank you.

Communications

*Erica Morgan, Chair*

The changes of 2021 underlined the continued importance of online communication. Committee work included improving digital platforms, supporting hybrid worship, and partnering with the PNC to announce the call of our new Senior Pastor. Photos and videos were collected and shared via the website, social media, and worship.

The Digital Church Hub communicated essential information for staying connected and engaged during the pandemic. When worship resumed in the sanctuary, the committee debuted the beginnings of a new website with reimagined design and organization. The website will continue to be a work in progress in 2022.

A website or email alone doesn’t cultivate deeper faith but provides a platform for connection, which in turn can lead to a stronger faith community. We are grateful for the sustained ability to connect both online and in-person. A huge thanks to the committee for their hard work this year including Meg House, Will Timmons, and Maila Cardoso.
Deacons — Justice Ministries

Tracy Pyle, Secretary

This past year has been a year of transition for what was formerly known as the Board of Deacons. At the beginning of 2021, the Board of Deacons was responsible for planning and interpreting the congregation’s social education and action ministry, as well as providing care for those in need. As they have year after year, the missions overseen by the Deacons have continued to serve others, even through the ongoing pandemic. These missions include The Radcliffe Room, Community Club, 7-2-9 Club, and Njoro Kenya Partners, among others.

At its February 2021 meeting, the Session voted to dissolve the Board of Deacons. This decision would transition mission and justice ministries back to Session and create a committee reporting directly to the Session that would address these critically important ministries. The congregation approved changes to NYAPC’s bylaws to implement this change at the June 13th congregational meeting and the church held a celebration of The Board of Deacons on July 18th to honor the past and step forward with the new structure for overseeing the church’s missions. All former Deacons were invited to participate in the new Justice Committee. The Session plans to kick off the Justice Committee in earnest in 2022, including defining the committee’s mission, composition, and means of connecting with the church’s social justice programs and the Session. 2021 Deacon Officers: Sam Obermeyer, VP; Tracy Pyle, Secretary; Martha Davis, Treasurer

God of all our years,
today we say thank you
for 55 years of the Board of Deacons—
for their focus on reaching out
to the vulnerable, the other, and those in need.
To God be the glory.

Thank you to each individual
who heard your call to serve and responded,
who attended orientation and monthly meetings,
who showed up for events and programs,
who remained committed to caring for others.
To God be the glory.

Thank you to past presidents and vice presidents,
the secretaries who took minutes,
the treasurers who managed funds,
the pastors who walked alongside this board.
To God be the glory.

Thank you for the ways that serving as a Deacon
has changed us, changed the church, and changed the world.
To God be the glory.

Thank you for all the young adults and new members
who were ushered into church leadership
through this board,
learning about and contributing to church governance.
To God be the glory.

Thank you for the memories
that are not erased or forgotten,
even as we now move forward,
with a new structure of three boards instead of four.
To God be the glory.

Bless New York Avenue as we transition our structure,
but not our commitment,
to caring for our neighbors in need.
To God be the glory.

Remain with us, O God,
as we continue to follow Christ
into places of brokenness and joy, striving to do justice,
treat all with kindness and mercy,
and walk humbly with you.
Amen and Amen.
Peace and Justice
*Marilyn J. Seiber, Chair*

The Peace & Justice Committee remained active in its mission to promote peace, justice, and opportunities for NYAPC to participate. This has happened through the support of traditional PC(USA) fundraising and Alternative Christmas gifts; small grants to partner churches and organizations; and the development of new partnerships with two new organizations.

NYAPC donated $11,043.25 to the PC(USA) One Great Hour of Sharing and $10,179.56 to the Peace and Global Witness offering, of which $2,544.89 remains with NYAPC. The Alternative Christmas Gifts program, coordinated by Fritz von Fleckenstein, included Upwardly Global, a new organization that provides employment assistance to refugees in the US, currently focusing on those from Afghanistan. The Special Projects Coordinator (Afghanistan) attended NYAPC when she worked two blocks away. 2021 Alternative Christmas receipts:

<table>
<thead>
<tr>
<th>Amount</th>
<th>Project/Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>$10,502</td>
<td>Kenya Partners</td>
</tr>
<tr>
<td>$1,680</td>
<td>Cuba Partners</td>
</tr>
<tr>
<td>$827</td>
<td>Pres. Churches in Iraq and Syria</td>
</tr>
<tr>
<td>$905</td>
<td>Open Arms Housing</td>
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<tr>
<td>$905</td>
<td>Capital Area Immigrant Rights Coalition</td>
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<tr>
<td>$755</td>
<td>OneDC</td>
</tr>
<tr>
<td>$630</td>
<td>Upwardly Global</td>
</tr>
</tbody>
</table>

The Committee gave three grants: $867.23 to the National Evangelical Synod of Syria and Lebanon to support Syrian refugees, particularly those who fled to Lebanon; and $500 to the National Evangelical (Presbyterian) Church in Baghdad to expand its pre-K/elementary Good Shepherd School with six new rooms that opened in October. In June, the Committee also organized “Team NYAPC” to do a virtual 5K race to support Palestinian refugees after the Gaza bombings, supporting a DC-based new partner, the United Nations Relief and Work Agency-USA, and donated $500 as part of the $1,500 NYAPC Team Challenge. A total of $645 was raised.

Anne Laroche and Rev. Jack Mathison continued their monthly demonstrations against gun violence in front of the National Rifle Association headquarters. Fritz von Fleckenstein was always diligent in sharing information on demonstrations and meetings that promote peace and justice, such as the Moral March on Washington on December 13 or the various announcements of action by the PC(USA) Office of Public Witness.

As always, the Committee seeks to expand its outreach and actions for peace and justice in our city, nation, and world, and invites the NYAPC community to join us in this mission.
Protest Hospitality

Erica Morgan

Throughout 2021, NYAPC continued to use the building’s unique location, two blocks from the White House, to support protests for justice. Protests were held throughout the year, including the Women’s March, Black Lives Matter protests, and activities surrounding the January Presidential Inauguration. Embodying NYAPC’s value of radical hospitality, volunteers ensured protestors had access to restrooms, water, cell phone charging stations, and a safe place to rest. During the pandemic, these services continued to be in great demand.

The church also displayed art installations and banners supporting various communities throughout the year. This included Black Lives Matter signage and a beautifully vibrant railing installation in support of our LGBTQIA+ community during Pride month in June.
Radcliffe Room

Phil Telfeyan, Co-Director

The Radcliffe Room serves approximately 90 guests experiencing homelessness every Sunday, 8:15 - 9:45 am. With 75 minutes to prepare and 15 minutes to clean-up, volunteers work roughly 7 - 10 am. An amazing group of dedicated volunteers has continued serving our guests throughout the pandemic. Approximately 15 volunteers come almost every Sunday morning. Another 15 volunteers come sporadically. All in all, our group is exuberant, collegial, and connected to each other and our guests.

Our primary operations involve food, clothing, and fellowship. On the food side, we have dramatically improved our offering by serving eggs and turkey bacon in addition to the traditional bagels, cream cheese, and peanut butter/jelly. I earned a Food Safety Protection Manager certification, allowing me to cook in the 5th floor kitchen and make our food in compliance with local law. In 2020, we lost one of our longest serving volunteers on the food side, Barry Tindall, who died following complicated heart surgery. Although we were heartbroken not to be able to visit him in the hospital during his final days, many of our volunteers were at a small service in the columbarium, where his ashes were placed.

On the clothing side (run by co-coordinator Dara Satterfield), we are always in need of men’s clothes. We have many more male guests than females, and yet we also get fewer men’s clothes than women’s clothes. Over the past year, two of our dedicated closet volunteers — Doug Norwood and Jean Baptiste Odounga — have had health concerns, but both are on the path to full recovery and we continue to be blessed by their tireless dedication to serving others. On the fellowship side, it has been difficult to converse with our guests because our service is entirely outdoors (i.e., we have not been using the tables and chairs inside). We hope to move back inside in early 2022 so our guests can enjoy fellowship with each other and with our volunteers.

This next point is atypical for an annual report, but I feel moved to share that I met Dara in 2017 while we both volunteered in the Radcliffe Room. We got engaged in 2021 and will be married in 2022. We have the Radcliffe Room to thank for our relationship and are honored to co-lead this historic ministry.

When the coronavirus pandemic struck in March 2020, the Radcliffe Room provided daily lunch for almost six months. A company in the building next door (PMI) saw this and gave us an unsolicited $25,000 grant, which we have started using to help improve the small kitchen on the first floor. We will use the generous grant to improve our service long-term. For the first 19 months of the pandemic, we served lunch on Sundays. When in-person worship resumed in October, we shifted back to our breakfast timing, which has worked well for both volunteers and guests.

7-2-9 Club - Phil Telfeyan, Director

The 7-2-9 Program is a community outreach program that welcomes residents from St. Elizabeth’s Psychiatric Hospital who are beginning the transition back to community living. We meet every Wednesday from 7 to 9 pm, except during the summer, and volunteers arrive around 6 pm to prepare. Our team includes about five volunteers and approximately 25 members (i.e., residents from St. E’s). Our program includes weekly fellowship activities such as bingo, karaoke, and board games. We provide a meal every week (usually sandwiches, although we are considering simple hot food next year, such as spaghetti and meatballs or macaroni and cheese). Our main expenses are food, bingo prizes, and gifts for Christmas and Valentine’s Day, the anniversary of 7-2-9 being founded in 1979.

To limit the spread of coronavirus and protect our members, we have not met since the pandemic began. But all of us are excited to return and are hopeful we can resume meeting in 2022. We need additional volunteers, so those interested should reach out to become part of our important work.
Community Club

Shamika Bradley and Tom Karr, Co-Directors

The COVID-19 pandemic continues to bring great challenges to Community Club. The Club is a ministry of the church, which brings DC public and charter school students together with concerned local professionals for one-with-one tutoring and mentoring every Thursday night when schools are in session. Beginning in Fall 2020, we began meeting via Zoom.

This fall, we began meeting virtually, with each class having its own Zoom meeting, tutor-student pairs each assigned their own “breakout room,” and class leaders meeting in the rooms or in larger groups with the tutors and students. We continued to provide specialized math/science help and substitute tutors where needed. Orientation Coordinator Phil Telfeyan continued to train new tutors. We continue to recruit new students, primarily through word of mouth from current students and friends of the program. We had a well-attended college student meeting in early June, and a virtual Awards Ceremony on June 3.

Tom Karr and Shamika Bradley (also a former student) continue to co-direct the program. In 2021, the senior class – 100% of whom graduated and over 90% of whom have gone on to college – was led by Molly Smith. Mariatu Tejan continues as our College Prep Coordinator and Laura Krapsho as our College Student Coordinator. David Balan leads our Math and Science Zone.

As the pandemic has caused us to lose several students, enrollment in the program has dropped and currently stands at about 65 pairs. They are supported by 100 active volunteers (including math tutors, class leaders, and others). The Club continues to recruit new tutors through Craigslist, VolunteerMatch.com, referrals by tutors, and promotion of the program by NYAPC. A dozen new tutor-student pairs have been matched this year by our “registrar,” Brendolyn McCarty-Jones.

The Club continues to offer Stay-in-School Scholarships: monthly stipends for students with good grades and attendance. These stipends allow students to concentrate on their studies rather than work part-time jobs. In the 2020-21 school year, 39 of the students in the program received these stipends, and currently, we have 29 students on scholarship. Club alumni who are enrolled in college with good grades are eligible for semi-annual stipends from the Club. In 2020-21, 58 such alums received stipends, totaling over $56,000.

The Club gives partial college scholarships to alumni currently enrolled in college with at least a 2.0 GPA who stay connected with the Club and attend semi-annual college meetings. In 2019, The Club gave over $56,000 The Club collegians, aided by continued major support from the New York Avenue Educational Foundation and grants from generous individual donors. Since 2000, students through their participation in Club have been awarded over $1.33 million in college scholarships, helping them to make college affordable.

The Club also helps students apply for outside scholarships. In the spring, seven Club alumni received Andrew Charles Dornan scholarships. Further, 14 former Club students confirmed graduation from college, and one confirmed earning a graduate degree.

We managed to host one outside event for tutors and students: a picnic in Rock Creek Park in November. We eagerly await the time when conditions permit the safe reopening of the in-person Study Hall at Peter Marshall Hall.

The Club received several large donations, including continued support from the New York Avenue Educational Foundation and grants from individual donors. Learn more at www.communityclub.org.
Njoro, Kenya: Orphans and Vulnerable Children Program

*Morgan Brown, Chair*

As we continue to deal with a global pandemic, the Orphans and Vulnerable Children (OVC) program, our shared ministry with partners at the Presbyterian Church of East Africa (P.C.E.A.) in Njoro, Kenya, has remained an important part of our ministry and a vital part of the children’s lives in Njoro.

Throughout the year, we have continued our bi-monthly cross-continental Zoom meetings with our friends at P.C.E.A. Njoro (as well as friends from Old Presbyterian Meeting House and Goshen International Church in Richmond). These meetings have allowed us to update one another on how Covid-19 has continued to impact both of our countries. From loosening restrictions to changes in schooling to the rollout of the vaccine, there has been a lot for us to discuss and compare. Through updates, prayer, and reflection together, we helped each other deepen our faith and feed our spirits. During these meetings, we continued in God’s work together through the operation of the OVC program, which served 32 children through educational support, food, clothes, medical fees, home visits, and encouragement.

The program truly offers a safe place. This year, the program resumed the normal Saturday schedule with children arriving together and enjoying a hot meal. Teachers were back teaching, and the children participated in Bible study, games, and other creative activities. Rev. Matiko, mentors from the board, and the Social Worker (Susan) have counseled children through difficult problems, offered guidance, and given them challenges.

Because they were out of school for most of 2020, the children have been going to school for longer terms (with shorter breaks) to fit in some missed schooling. With longer school terms, the library that our partnership helped construct in 2020 has become important in their learning. With another National Capital Presbytery Global Mission Grant, our friends purchased books in May and computers in July. The children and youth have accomplished many things. Elizabeth Wambui graduated with a degree in Fashion and Design, and Susan was able to attend her culminating fashion show. Peter Babu was admitted to university to study community development. All eligible children passed exams to attend secondary school. Now, the program has 18 secondary school children: 2 in boarding school and 16 in day school.

The committee looks forward to continuing our work with our friends in Njoro to improve the lives of the children in the OVC program in 2022. The Committee: includes Rev. Beth Braxton, Bob Braxton, Morgan Brown (Chair), Brian Carlson, John Clark, Heather Ferguson, Karen George, Molly Lauer, Kelvin Njoroge, Rhonda O’Bannon, Marsha Renwanz, and Fritz von Fleckenstein.
Cuba Partners  
Marilyn J. Seiber, Coordinator

Despite Covid restrictions, the Cuba Partners Committee continued work with its Cuba church partners—the First Presbyterian-Reformed Church of Havana and the Presbyterian-Reformed Church in Cuba—through financial support during a year of economic crisis in Cuba and advocacy work to ease the economic strains partly resulting from the U.S. embargo. In March, the leaders of the Presbyterian-Reformed Church in Cuba held a webinar with the Cuba Partners Network describing the dire economic situation leaving churches unable to meet basic church expenses and salaries, continue mission work, or plan future activities due to Covid shutdowns. Cuba Presbyterian Church leaders estimated a shortfall for the year of $75,000.

The PC(USA) Cuba Partners Network coordinated an emergency fundraising effort with the goal of meeting the shortfall needs by Easter, so the committee voted to use most of its budget to send $3,000. The Peace & Justice Alternative Christmas donation of $1,200 was also included. The Network met its goal but the U.S. embargo has so far prevented the transfer of the funds. In addition, the Network was able to send a shipping container of rice, dried beans, powdered milk, coffee, soap, detergent, and syringes that arrived in October and was distributed to churches by the Synod.

Anne Laroche, Betsy Merritt, and Marilyn Seiber were again participants on the Cuba Partners Network Advocacy Committee and were part of efforts to send letters to the Administration to ease embargo restrictions during the Covid and economic crisis. They also gave presentations on advocacy at the annual Cuba Partners Network meetings via Zoom in September.

As a member of the Cuba Working Group on Capitol Hill led by Catherine Gordon of the PC(USA) Office of Public Witness, Marilyn Seiber met with the new Cuban Ambassador to the US in January; the Assistant Secretary of State for Western Hemisphere Affairs and the Director of Cuba Affairs in April; and the Cuban Foreign Minister, His Excellency Bruno Rodriguez Parrilla, in September during United Nations meetings. In October, Marilyn gave a presentation to the Iowa City Foreign Relations Council, “35 Years on the Ground in Cuba,” giving a perspective on the Cuba situation through the lens of Cuba Presbyterian partnerships. Marilyn also continues giving bi-monthly reports to the Global Mission Network of National Capital Presbytery.

Finally, the committee participated in the annual NYAPC Mission Fair in Triangle Park. The committee was also grateful for a $20,000 grant from The Boyd Foundation for its work with Cuba Partners.
Trustees

*Karl Hoffman, President*

During this second year of Covid, the Trustees’ work helped strengthen the foundation for the next period of our church’s history under the leadership of Rev. Johnson.

**REAL PROPERTY**

**HVAC Project**

In 2020, with the assistance of member John O’Brien in the position of Interim Facilities Manager, the Trustees began the process of replacing our climate control system for the sanctuary and floors 1-4, as the cooling system was at the point of collapse. As 2020 closed, the Trustees had selected a mechanical engineering firm to design a new HVAC system. Rolling into 2021, that system design was being finalized and financing was being procured. In March of 2021, work began. While initially expected to take 3 months, the project will now complete after about one year.

**Facilities Management**

Toward the end of 2020, the new position of Facilities Manager was filled full time with the hiring of Elias Bazezw. Elias has provided great leadership during the HVAC construction project. In addition, he has led various other projects during 2021. Early in his tenure, during routine checks, he discovered deficiencies in our fire alarm system which he had repaired. He also oversaw sanctuary rejuvenation with the repainting and refinishing of the pews and the replacing of multiple failed light bulbs with newer, more energy efficient bulbs. Among his many appreciated qualities, his ability and willingness to make simple repairs to things like broken window hinges and damaged light holders demonstrate that we are in good hands.

**Security Grant**

A variety of other projects were accomplished for purposes of satisfying the security grant we received from the District’s Homeland Security and Emergency Management Agency (DCHSEMA). These included applying a blast film to first floor windows, new security cameras, and rekeying the interior doors of the church, so that significantly fewer keys are now required to open doors.

**Future Projects**

Other projects begun in 2021, but not yet completed, include new lighting and carpeting in several of the church offices, as well as new office furniture for our pastors. Looking forward to 2022, the newly appointed Bathroom Renovation Committee will begin the process of developing plans to spend the funds raised by the capital campaign for the church’s bathrooms. Also for 2022, focus will be on the design, installation, and execution of an internal communication system and active shooter drills and training to be funded by a second DCHSEMA security grant which was approved in 2021.

**Tenants**

2021 saw the loss of two tenants: Capital Clubhouse and Faith Temple. Capital Clubhouse’s departure made the Radcliffe Room available during the week which McClendon Center is now renting. In the late summer, the BID approached the Trustees about opening their facility on Saturdays. This was always envisioned, and its allowance was incorporated into the lease agreement. Shortly before the Covid crisis, the BID had asked to exercise their right to do so, but the Trustees had demurred at the time due to some unfulfilled lease requirements on the BID’s side. Those requirements, mostly around staffing and security, have been met, and the Trustees approved the BID’s request starting in October.
FINANCIAL ASSETS

Audit
The audit was successfully undertaken in the spring and was a slightly heavier lift this year as we employed a new firm. The new relationship meant a need to provide more information than usual as the auditors learned about our church, finances, and processes. The auditors noted a few deficiencies in our processes in 2020; a couple of them we rectified prior to the audit’s start. While we were not unhappy with our previous auditors, getting new eyes on our books is always helpful, and our decision feels rewarded. Our engagement contract is for three years, so we look forward to working with them for at least the next two years.

Accounting
The most significant result of our audit was receiving the auditors blessing to move away from fully GAAP compliant accounting practices. Back in 2014, when the church was rebuilding its books, the decision was made to fully comply with Generally Accepted Accounting Principals (GAAP). While this is considered the gold standard of accounting procedures, it adds a layer of complexity, primarily through the requirements of accrual accounting, which made managing and understanding our books challenging. The most prominent example of this challenge showed up in pledge revenue. Accrual accounting required that we treat Pledges Made as revenue instead of Pledges Received (i.e. actual deposits). This meant that as we reviewed our monthly statements, we would show no pledge revenue until the fall when the stewardship campaign started. It also meant we had no easy way of comparing pledge receipts against budgeted pledge revenue. Other complications show up in managing rent receipts, including a new, accrual rent calculation that would add work, but no insight into our financial situation. Going forward, we will now report our revenue on a cash basis, while our expenses will continue to be managed using accrual accounting.

Another action, led in part by our Treasurer, taken to improve our overall accounting system was the transition to the Breeze membership management system. This decision was driven by a number of factors including better integration with our financial software.

Cash Management
Managing the various funds of the church, many of which have both an endowment component and a spendable funds component, is a complicated task. In this past year, we have restructured where we keep some of those funds, pulling spendable cash out of our investment accounts. Recognizing that placing those spendable funds in a money market account yielded no discernable financial benefit, the Treasurer, with the approval of the Trustees, has placed the funds in our Line of Credit, reducing the interest expense that the church incurs from borrowing money. Since the spendable funds of the church hover around $500,000 and the variable interest rate on our Line of Credit was around 1.35% for the year, the policy saved the church around $7,500 for the year.

SUMMARY
The Trustees’ work has endeavored to continue following the guidance of the 2019 Strategic Plan. In accordance with Goal #3, 2021 saw the Trustees providing quarterly updates through AveNews of their work throughout the year. This report represents a mere summary of the time and talents the members of the Board of Trustees provided to the work of our church. Many other thoughtful decisions, email exchanges, walkthroughs, discussions, and loving actions were undertaken by Trustees that are not memorialized here but will carry through in this next period of our church’s Capital Witness.
Tenant Organizations

Hal Hiemstra, Trustee

“Radical hospitality” and “nurturing community” are two of the five core values in NYAPC’s Strategic Plan. Given the location of our large building in downtown Washington, DC, how we use our building and the ways we make it available to various tenants helps us live out our ministries of hospitality and nurture. Prior to the pandemic, besides our own congregation, more than ten organizations identified 1313 New York Avenue NW as their home. Some of them returned to our building in 2021, but alas, some of them moved, discontinued to exist, or have yet to regather due to the pandemic.

Both of our two primary tenants returned to the building in 2021: the Downtown Day Services Center (DDSC) and The McClendon Center. By January, the DDSC was again offering restrooms, showers, laundry, phone charging, emergency clothing, and counseling services. Throughout the year, due to the pandemic, the DDSC still needed to limit access to its program, but did expand its program to offer limited services on Saturday from 8:00 am to 3:00 pm. Partnering with the DDSC and the Mayor’s Office, the Radcliffe Room was used as a daytime warming shelter since places like public libraries and fast food restaurants remained closed through the cold months early in the year.

With Covid-19 vaccines becoming more available by the spring, more programs were ready to take cautious steps towards reopening. The McClendon Center restarted its in-person counseling programs in June and operates Monday - Friday. Due to social distancing requirements, the program has served fewer individuals than it was serving prior to the pandemic, but by July, it was serving clients in every available meeting space on the 5th floor. By November, the Center expanded its program to also offer break-out counseling sessions in Room 305 (the nursery on Sundays), and beginning in January 2022, the McClendon Center expanded its program to offer client services in the Radcliffe Room.

A third counseling program, Capital Clubhouse, that operated primarily out of the Radcliffe room and adjacent office space prior to the pandemic, chose to relocate during the pandemic. But, this opened up the opportunity for the McClendon Center to expand its program to the Radcliffe Room, so our public spaces continue to nurture community and offer radical hospitality to those in need.

The Downtown Cluster of Congregations, directed by Terry Lynch, has operated out of NYAPC since its founding in 1972. The Downtown Cluster is a non-profit ecumenical association founded for the purpose of cooperatively meeting pressing human service needs in DC. The Cluster has grown to a coalition of 50 congregations stretching across the city. Throughout the year, Terry has worked both from home and NYAPC. This summer, Terry’s office was particularly challenging to use without air conditioning in that part of the building during our extensive HVAC project. Typically, the Cluster hosts two primary programs in the building: a Homeless Services Unit and the Washington Area Community Investment Fund. The Cluster also actively assists a wide range of other programs including soup kitchens, community health care programs, shelters for battered women, and employment programs.

In the fall, the DC Concert Orchestra returned to Peter Marshall Hall for Sunday afternoon rehearsals. Fabrangen, a Jewish fellowship, has been renting our sanctuary for the last 35 years, though it was unable to do so in 2020 or 2021 due to HVAC construction and concerns over the Delta variant surging in September. Fabrangen anticipates returning in late 2022.

Unfortunately, two longtime tenants, Kingdom Life Ministries and Faith Temple, will not be returning. Nevertheless, other congregations looking for temporary worship space during non-traditional hours continue to request space and Trustees continue to explore new partnerships. We encourage your continued prayers and support for these important community nurturing programs.
2022 Stewardship and Capital Campaigns

Laura Brouse-Long, David Gillies, and Tracy Pyle, Campaign Leadership

In the fall, NYAPC undertook a single campaign with two purposes: financially support the day-to-day ministries of our congregation in 2022 through pledges to the 2022 Stewardship Campaign, and pay down the cost for our newly installed, energy-efficient HVAC system and initiate a restroom renovation project through pledges to the Capital Campaign.

The Forward in Faith – Together in Mission Campaign focused on the past, present, and future ways NYAPC helps spread God’s love and stand up for justice in Washington, DC. The church has stood as a faithful presence during the turmoil of the Civil War, the Vietnam War, the Civil Rights Movement, and now during the modern trials and tribulations of our nation. Even in a pandemic, in a divided culture, in a transition from virtual to hybrid worship, and during a senior pastor transition, we have kept moving forward in faith…together!

To see this momentum NYAPC has as it moves into the future, you need to look no further than the results of the Capital Campaign. As of December 24, we received pledges of $1,911,029 to the Capital Campaign. This significantly exceeds our goal of $1.2-$1.5 million. This includes pledges from 104 households and 31 pledges over $10,000, five of which were over $75,000. Pledges can be paid over a three-year period. After one million dollars in pledges have been paid, the church will begin restroom renovation.

The 2022 Stewardship Campaign was also a success, particularly since the church lost a number of households to death or moves prior to this year’s campaign. As of December 24, we received pledges of $711,988, a decrease of just $1,551 from 2021. 2022 Stewardship Campaign pledges have been made by 132 households, with 62 increasing their pledge from 2021 and 29 new households. For households that pledged for 2021 and 2022, overall pledges increased 10% on average. The median pledge was $3,120.

By comparison, in 2021 $713,539 was pledged by 131 households, with 72 increasing their pledge from 2020 and 16 new households. For households that pledged in 2020 and 2021, overall pledges increased 13%. The median pledge for the 2021 campaign was $3,500.


### Exhibit 1: Capital Campaign Pledges by Amount Pledged

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<tr>
<th>Amount of Capital Campaign Pledge</th>
<th>Number of Pledges</th>
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<tr>
<td>$75,001+</td>
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<tr>
<td>$10,001-$75,000</td>
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<td>25</td>
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<tr>
<td>Total Number of Pledges</td>
<td>104</td>
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<tr>
<td>Total Amount of Pledges</td>
<td>$1,911,029</td>
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### Exhibit 2: Stewardship Pledges by Year

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
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<tr>
<td>Total Amount Pledged</td>
<td>$711,988</td>
<td>$713,539</td>
<td>$680,238</td>
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<tr>
<td>Pledging Units</td>
<td>132</td>
<td>131</td>
<td>144</td>
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</table>
Finances

*Brenton Ling, Chair*

The Finance Committee performs two primary functions: monitoring execution of the current year’s budget and coordinating the development of the next year’s budget to propose for Session’s approval.

During 2021, the church’s Accounting function continued to make progress towards improving timeliness, accuracy, and usefulness of our financial reporting. May through November financials were issued before the end of the following month before staffing disruptions delayed the "first close" of full year financials by approximately one week.

Reports were updated to reflect the church's policy of using idle cash to minimize the balance of, and interest payments towards, our line of credit. And we began the process of regularly reconciling our Church Management System (Breeze) to our financial information system (Quickbooks).

**Budget vs Actuals - P&L Summary**

<table>
<thead>
<tr>
<th></th>
<th>2021 Actual</th>
<th>2021 Budget</th>
<th>2021 Δ</th>
<th>2022 Budget</th>
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<td>Net</td>
<td>($349,501)</td>
<td>($567,723)</td>
<td>$218,222</td>
<td>($850,777)</td>
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*21 figures are through November 30th, 2021 and does not include endowment transfer of approximately $500k.

In 2022, the church will move away from full GAAP accounting and begin accounting for all revenues (other than investment earnings) on a cash basis. Cash basis accounting for revenues will simplify accounting activities and enable Accounting to issue financial reports earlier each month and increase the intelligibility of our financial reports for leadership and members. During 2022, the Finance Committee will leverage this change to increase the frequency and quality of information and insight into the church’s financial condition for leadership and the congregation as a whole.

**2022 Budget**

The 2022 budget will be available online after the annual meeting as well as by request from Lance Jamison lance.jameson@nyapc.org.

**2021 Finance Committee Members**

Thank you to Doug House, Martha Davis, Karl Hoffman, Carrie Schenkel Reasonover, Brian Dewhurst, and Lance Jameson for your support and contributions to the Finance Committee in 2021.
Investments

*Karl S. Hoffman, Chair*

NYAPC’s investment portfolio has been managed by Ariba Asset Management since April 2006. The custodian for NYAPC’s accounts is UBS. As of December 31, the total value of the investment accounts (excluding a dedicated working capital cash account) was **$16,064,773**. At the end of the year, the investment portfolio was allocated between stocks (73.1%), bonds (16.1%), other (4%), and cash and cash equivalents (6.8%). For the year, the portfolio had a net investment gain of $2,197,687. Committee members this year are Hal Hiemstra, Tom Dunlap, Karin Lohman, and Karl Hoffman (Chair).

The stock portfolio performed very well though not exceeding the broad US stock market indices. Performance on longer time frames continues to achieve satisfactory returns on a risk-adjusted basis.

<table>
<thead>
<tr>
<th></th>
<th>1 Year</th>
<th>3 Years</th>
<th>5 Years</th>
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<tr>
<td><strong>NYAPC Equity Acct</strong></td>
<td>18.19%</td>
<td>23.58%</td>
<td>16.14%</td>
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<tr>
<td><strong>KLD 400 Social Index</strong></td>
<td>29.83%</td>
<td>25.94%</td>
<td>17.69%</td>
<td>9.10%</td>
</tr>
<tr>
<td><strong>S&amp;P 500 Index</strong></td>
<td>26.89%</td>
<td>23.88%</td>
<td>16.31%</td>
<td>8.59%</td>
</tr>
</tbody>
</table>

The fixed income portfolio is primarily comprised of short duration, investment grade bonds. This intentional, lower risk tilt in bonds has not been rewarded in recent years, as longer duration and higher risk bonds outperformed in the low-interest rate environment. We remain comfortable with this portfolio’s defensive positioning as it remains a vital source of continuing liquidity across all market conditions.

<table>
<thead>
<tr>
<th></th>
<th>1 Year</th>
<th>3 Years</th>
<th>5 Years</th>
<th>Incept</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NYAPC Bond Acct</strong></td>
<td>(1.63%)</td>
<td>3.44%</td>
<td>2.88%</td>
<td>3.94%</td>
</tr>
<tr>
<td><strong>Barclays Capital Aggregate Bond Index</strong></td>
<td>(1.54%)</td>
<td>4.79%</td>
<td>3.57%</td>
<td>4.24%</td>
</tr>
</tbody>
</table>

Given the low/non-existent interest rates on cash, our advisor has placed a portion of our cash/fixed income holdings in a gold ETF, classified as “other” in the asset allocation description above. This decision has been implemented across accounts and for the year has impacted (negatively) the performance of both sets of returns listed above.
Planned Giving

Catherine E. Schultheis, Director of Planned Giving/Special Gifts
John Schultheis, Committee Chair

NYAPC’s program for endowment planned giving and special gifts has continued to result in significant increases in funds supporting the church’s missions. Bequests contribute significantly to the church’s vitality. Members of the congregation believe in sharing our faith and material blessings with others, one of the cornerstone principles of our Presbyterian heritage.

It is a joy to meet with church members regarding their planned and legacy gifts to the church. We educate members about stock transfer gifts, IRA rollovers, gifts of annuities and other retirement accounts, donor-advised funds, trusts, life insurance policies, and more. The Presbyterian Endowment Education and Resource Network (PEER) supports us in our work.

The Birthday Fund was created in 2012 to celebrate life while enhancing the church’s missions. Covid-19 restrictions have prevented us from the tradition of celebrating congregant birthdays with homemade cupcakes after worship, but we look forward to joyous tradition in 2022.

We celebrated All Saints Sunday on November 7th and named members who died since last year. We have acknowledged persons for whom memorial gifts were given, bequests received, gifts from trusts, and proceeds from endowment funds for the past year.

I served on the Forward in Faith - Together in Mission Campaign Team which will provide financial support to fuel yet another chapter of our historic legacy. I also participated in the Kaleidoscope conference for church leaders via Zoom and brought back many ideas about how to encourage giving. We plan to offer some programs for children and adults that encourage the establishment of legacies and the development of joyful generosity.

It is my hope that Carol Casperson, Melanie Dann, James Martin, Brian Schimming, and Edith Snyder will continue working on this committee for yet another year!

Benevolence and Metcalf-Edgington Funds

Miriam Dewhurst

The Benevolence Fund was established to allow the church to provide direct assistance to persons in need of monetary aid and includes designated gifts and bequests from individuals. The Benevolence Committee uses the Fund to help individuals with emergencies such as catastrophic illness, eviction, cut-off of utilities, etc. In order to help as many individuals as possible, the policy is to limit aid to $250/person not more than twice per year. Aid applications are reviewed by the Committee, weighing the need, the potential to achieve a more stable situation, and with priority for the DC community. The Committee assisted five individuals in 2021. The Committee includes Betsy Merritt, Olivia Singelmann, Rev. Rachel Pacheco, Session Treasurer Melissa Jane Taylor, and Clerk Miriam Dewhurst.

The Metcalf-Edgington Fund is supported by the trust funds established by Dr. William P. Metcalf and Frank Edgington. Its purpose is to assist individuals who need help with medical expenses and to support people studying for ordained ministry or missionary work. The Fund is administered by the Benevolence Committee. In 2021, the Committee assisted one individual and made a donation to the Katie Geneva Cannon Center for Womanist Leadership at Union Presbyterian Seminary.
Andrew Charles Dornan Memorial Scholarship Fund

Paul B. Dornan

The Andrew Charles Dornan Memorial Scholarship Fund was established twelve years ago as a memorial to our son, Andrew. In 2008, the Core Council of Community Club established the Upperclassmen Scholarships to help Club alumni as they complete their college careers. Eight years ago, the Bruce Davie Memorial Scholarship funds, given in memory of a constant supporter of Community Club, were combined with the Dornan funds to support the Upperclassmen Scholarships.

The scholarships are open to any Club alumni who have completed 70 college credits, maintain 12+ credits per term, and maintain a 2.0+ GPA. Statistics suggest that lower-income students who don’t complete their degree in four to five years are unlikely to finish. Most of our students complete school within four years. The scholarship responds to the reality that colleges tend to reduce or withdraw aid from upperclassmen to focus on incoming freshmen. As a result, students must identify new sources of aid or assume additional student debt as they move into the working world. The scholarships are intended to alleviate some of that burden of debt and the anxiety that accompanies it.

The scholarships supplement Community Club College Scholarships. Over $135,000 has been awarded to 54 students over the last 14 years. In May, nine students received scholarships totaling $12,500:

Grace Ajayi (George Washington)  Martha Rondon (NoVa Community College and Trinity)
Kaylah Bias (Florida A&M)         Jordan Washington (Delaware State)
Anisa Dail (UDC)                 Robin Williams (Johns Hopkins School of Education)
Omosede Irabor (Howard Law School)

At the end of 2021, there was approximately $23,136 available for future allocation to worthy students. Andrew and Bruce’s families want to thank all those who have given so graciously to help our young people in Community Club and to remember Andrew and Bruce.

Virginia L. Cochran and David S. Brown Memorial Fund - Paul B. Dornan

Rev. Jack McClendon characterized Virginia as a generative person, who built up, nurtured, and nourished every person she met. “Virginia L. Cochran’s shadow enriched the individuals and institutions upon which it fell during her 74 years. Her all-embracing spirit enabled her to see the strengths of each person she knew, and her creative affirmation of those strengths nurtured self-confidence and the ability for greater service.” Dave Brown, her great friend and co-founder of Community Club, shared that wonderful generative quality.

In May 1983, the Virginia L. Cochran Memorial Fund was established to commemorate Virginia’s commitment to the educational development of young people in the inner city and to perpetuate the types of programs that she fostered in the Community Club. Income from the fund is available to:

● Provide scholarships to assist Community Club alumni in post-secondary education or training;
● Purchase uniquely beneficial educational materials for the tutoring program, such as historical materials on black history, encyclopedias, and training aids;
● Offer grants for the development of special talents in young people seeking to serve others.

The fund was renamed the Virginia L. Cochran and David S. Brown Memorial Fund 11 years ago to commemorate Dave’s 43 years as Director of Community Club, including 21 years co-directing with Virginia. This fund honors two great friends, stalwart members of the NYAPC community, and the founding mother and father of Community Club. Those of us blessed to know and love Virginia and Dave hope this fund continues to materially support the work to which they committed so much of their time, energy, and selves. As of December, the Cochran-Brown Fund enjoys a balance of $32,525.