

REMARKS

I have been asked to focus my remarks on three areas:

- A history of All Saints since late 1975 when my wife and I first came here.
- The progression of All Saints since September 11, 2011 when the Ed became rector.
- Future management priorities and challenges.

All Saints – Late 1975 through September 10, 2011

In discussing the history of All Saints, I will primarily rely on the presentation that I made to Bishop Budde in the fall of 2016, when we were seeking the continuation of supplemental oversight following the death of Bishop Salmon.

When my wife and I first came to All Saints in late 1975, Dr. Berger was nearing the end of his 23-year term as Rector. Under Dr. Berger's leadership, All Saints had been a booming parish in the late 50's and in the 60's. By the time we arrived, things had slowed down (as they had throughout the Episcopal Church) and Dr. Berger retired at the end of 1979. The Vestry called a new Rector but the parish rebelled, showing the somewhat contentious or activist nature of many in the congregation. A special parish meeting was called, the parish bylaws were amended, the size of the Vestry was tripled, and the new Vestry members voted to rescind the call and call Stuart Irvin, who had been the Associate Rector for many years, to be our new Rector. As a result of these actions, a number of parishioners left All Saints.

Dr. Irvin's rectorship initially breathed new life into All Saints but towards the end of his rectorship he became ill and things really slowed down. One of issues that kept coming up during Dr. Irvin's rectorship was the whether to build an addition to the Church. Several starts at doing so occurred, but as usual there were many conflicting views, and, after spending several hundred thousand dollars, the project had gotten nowhere. Also, during the last years of Dr. Irvin's rectorship, concerns began to be expressed about actions that were being discussed by the national church, the focus on building the church at the local level was fading and relations with the Diocese were becoming strained.

It was in 1993, near the end of Dr. Irvin's rectorship, that I was first elected to the Vestry. My wife and I were friends of the Irvins and a couple of years later as Dr. Irvin's health condition worsened, the Senior Warden and I were asked by the Vestry to meet with Dr. Irvin and request that he retire. He initially agreed to do so, but he changed his mind and continued as Rector until April 1997.

Bishop Haines told us that, after what might be viewed as a 40-year rectorship (23 years by Dr. Berger and 17 years by his associate rector, Dr. Irvin), we should expect that it would be difficult for our next rector and that we might have a series of short-term rectors. Taking that advice into account, we decided to have a long interim period with a strong Priest-in-Charge to address the many issues facing All Saints including the need to refocus on building All Saints at the local level and to decide whether to build a Church addition.

We chose Philip Cato to be Priest-in-Charge and for three years I served as his Senior Warden. During that time, we held many forums to encourage parish unity and to refocus on building All Saints at the local level. We also made many other efforts to hold the parish together and to get people moving

together in the same direction. In addition, agreement was reached on building the Church addition, funds were raised and, when the addition was completed, it was dedicated by Bishop Dixon.

In 2001, a search committee, which was independent of the Vestry (a mistake in retrospect), was appointed to search for a new rector and Dr. Cato resigned, wanting there to be a period of time between his resignation and the arrival of the new rector. My term on the Vestry ended and our family went on vacation. When we returned there was a voicemail from my successor saying that the priest called had rejected the call and that the members of the search committee had resigned. I was asked to be co-chair of a new search committee. Carol Spigner served as our Priest-in-Charge while we conducted a new search.

To be quite frank, at this time, a rectorship at All Saints was not all that attractive. We were not growing and many viewed All Saints as a sometimes contentious outlier in the Diocese of Washington. In preparing the parish profile and meeting with candidates we emphasized that although All Saints might best be viewed as a traditional parish, it was not monolithic and it did not want to engage in debating the current issues in the national church. Instead, it wanted a Rector that would focus on developing a community of Christian faith within the Episcopal Church on the Circle.

Strong candidates did not bang down our doors and eventually the search committee recommended three candidates to the Vestry, each of whom had strengths and weaknesses. In 2002, the Vestry chose to call Al Zadig, who was a young associate rector at St. Michael's in Charleston, South Carolina. I had visited Al and his wife in Charleston as part of the search process, and I had sat down with them and made it clear that All Saints did not want to be part of the debates going on in the national church and that getting involved would encourage divisions in the parish and prevent All Saints from being a vibrant Christian community within the Episcopal Church on the Circle.

Soon after Al became rector, the national church took actions which Al and most parishioners believed were inconsistent with the Scriptures and long-established teachings of Episcopal Church. Unfortunately, Al was young, he got carried away with the debates concerning the actions of the national church, and he decided that All Saints should be the beacon on the Circle in opposition to those actions. In taking this position, Al relied on deeply held theological beliefs and the beliefs of a majority of his parish. Nonetheless, the taking of that position was inconsistent with the understanding that the rector search committee reached with each of three final candidates and it exasperated divisions in our parish and greatly strained relations with the Diocese.

Many parish forums were held but, ultimately, they only led to more division. To a great extent, parishioners were being categorized or viewed as either for or against the new positions in the national church and the ways that those positions were being developed. It was very difficult for parishioners such as me to maintain the position that All Saints should focus on the church at the local level and who wanted everyone to be active in All Saints regardless of whether they were perceived as liberal or conservative. The situation got so bad that a number of "liberal" parishioners brought charges against Al and the Diocese actually considered them.

By this time, Bishop Salmon, who had been Al's Bishop in South Carolina, saw what was happening and began talking with his friend and colleague, Bishop Chane, about how the situation at All Saints could be addressed. Although Bishop Salmon and Bishop Chane had theological differences both were in agreement that All Saints should be concentrating on spreading the Good News and healing its rifts and

should not be involved in the debating the national church questions. Their discussions eventually led in October 2006 to the establishment of supplemental oversight at All Saints.

Supplemental oversight did not immediately solve the problems at All Saints but it eventually did provide the basis for bringing the parish back together and refocusing it on spreading the Good News and forming a vibrant, unified Christian community within the Episcopal Church on the Circle. In the middle of 2007, Al Zadig resigned to become Rector at St. Michael's in Charleston. Marcia Wilkinson became our Priest-in-Charge and the healing slowly began.

In late 2007, Dr. Paul Zahl, who had recently retired as Dean of Trinity Episcopal School for Ministry, was called to become our Rector. In announcing Paul's acceptance of the call, Cabell Williams, our Senior Warden wrote:

Paul is comfortable with our current relationship with the Diocese of Washington as mediated through Bp. Salmon. He advocates less focus on the politics of the wider church, instead building the church at the local level regardless of what happens in the national church. We believe this is consistent with All Saints needs and desires.

Paul preached and taught a beautiful message of grace and forgiveness and further steps towards healing were taken. However, divisions remained in the parish and what I will call "extreme" conservatives, who wanted to continue to focus on the politics of the national church, made Paul's life very difficult. Paul also disliked the daily administrative duties associated with operating All Saints, and he resigned effective July 1, 2009, stating that he felt called at this stage of his ministry to concentrate on teaching, preaching and reaching the unchurched as opposed to parish ministry.

Bishop Salmon then took the very unexpected step of agreeing to become our Rector for two years. Bishop Salmon was a dynamo. He made clear that division at All Saints was not an option and that everyone should be focusing on spreading the Good News and healing the rifts at All Saints and should not be focused on debating the national church questions. Bishop Salmon doggedly stuck to and implemented that view. Some "extreme" conservatives left All Saints, but nearly all of the conservatives as well as our other parishioners remained and we made very significant progress in healing our wounds. The year that I served as Bishop's Salmon's Senior Warden was amazing and I learned a great deal.

With Bishop Salmon's active participation in our Rector search, the candidates were of the highest caliber and we were fortunate to have Ed Kelaher accept our call.

All Saints – September 11, 2011 through August 18, 2018

Bishop Salmon encouraged the search committee to dream big dreams and we did. Consequently, I cannot say that Ed's first seven years have exceeded our wildest dreams. I can say that they have met our wildest dreams.

In the past, All Saints has often been a pretty contentious place but today the parish is unified and working together to spread the Gospel and build a community of Christian faith within the Episcopal Church on the Circle. In the 40 plus years that I have been at All Saints, we have never had such a vibrant congregation, so many young families and so much growth. We are no longer arguing about the theological dispute of the day; we are simply concentrating on spreading the Good News. Many of our

families and lay leaders are conservative or traditional in their views, others are liberal and still other families and leaders simply want to be part of a community of Christ at All Saints. Ed has continued the healing at All Saints that Bishop Salmon spearheaded and he has brought us together so that we are now ready to become a Kingdom Church.

Not surprisingly, our success (for example, a growth in active membership of over 50%) has worsened pre-existing management problems. Ed recognizes the critical importance of strong management in supporting the Gospel mission of All Saints. However, establishing the necessary management team and structure at All Saints is especially challenging.

Developing and maintaining an effective management structure and team requires significant engagement from the rector and takes time. This does not mean that the rector does not need the assistance of the Vestry, lay committees and staff in designing and implementing the required management structure. What it does mean is that leadership of the rector is critical to establishing the proper management structure and team. We have had 4 rectors and 3 priests-in-charge during the past 20 years. The priests-in-charge were not in the position to develop a management team and, except for Ed, the rectors were not focused on parish management.

Ed has made great progress in establishing an efficient management structure. I know from working with the staff on a daily basis for three months in 2016 that the staff members are generally quite good. Lois especially is a gem.

The Administration portion of the five-year 2013 Strategic Plan focused on the creation or enhancement of five committees:

- Finance Committee
- Stewardship Committee
- Human Resources (or Personnel) Committee
- Facilities (or Buildings and Grounds) Committee
- Communications and Public Relations Committee

The Stewardship and Buildings and Grounds Committees have been successful. The Finance and Personnel Committees have not been successfully implemented. I will discuss these committees when I discuss future management priorities and challenges. I would note at this point that the two most successful committees are marked by excellent leaders (Jon Stroebe and Bill Garner) who have excellent skills and the dedication to get the job done.

Future Management Priorities and Challenges

As stated by Ed in his May email to the Vestry, “management and finances are merely some of the resources needed to fuel fruitful ministry, recognizing that the Holy Spirit, prayers, and our sacrificial service are the most powerful resources of all!” I would like to take a few minutes to discuss management priorities and challenges that the Vestry may need to address.

- Change. Change has happened; it is happening; and it will continue to happen at All Saints.
 - As leaders, you should embrace change; do not shy away from it.

- However, as you reach your decisions, please think of those who may be affected and especially consider long-term parishioners who are often most resistant to change. Consider how your messaging might make changes easier for these parishioners.
 - Also consider whether there should be a Strategic Planning Committee that monitors progress and makes suggestions for further refinements to the Vestry.
- Ed. Ed is and will continue to be a key to All Saints success.
 - With BJ coming in September, the workload for Ed and Nate will be more bearable. However, even with the addition of new clergy, Ed will continue to work very hard. It is who he is.
 - It is the responsibility of the Senior Warden to talk to the Rector concerning workload, health and related issues. It is awkward but it must be done.
 - One of Ed's many strengths is his compassion for others. This is obviously a great trait for a Rector, but it may lead Ed to defer to the needs and desires of others and to not focus on his own situation as much as he perhaps should. In my view, Ed placed hiring a third full-time priest on the back burner too long and focused on other needs of All Saints. The Senior Warden and the Vestry need to assure that the Rector is taken care of.
- Supplemental Oversight and Diocesan Relations. Supplemental Oversight has been and continues to be a great success. It has been critical in bringing us together. Both All Saints and Bishop Budde are quite pleased with Bishop Little.
 - Although we were able to persuade Bishop Budde to extend supplemental oversight following Bishop Salmon's passing, she really wants to minister to All Saints and I expect in the coming years she may raise the issue of whether we need to continue supplemental oversight.
 - The Vestry should just be aware of the possibility. I would not raise the issue with her so long as Bishop Little continues to provide us supplemental oversight. I would suggest that the Vestry and the Clergy continue improving our relations with the diocese.
- Stewardship. There always has been the impression that the large stone church on Chevy Chase Circle must have, if not unlimited funds, close to it. However, that has never been true. In fact, during the over 40 years that I have been at All Saints, the average pledge has been surprisingly small as has been the percentage of pledging households. Even more surprising has been the number of quite active parishioners who are not strong contributors.
 - Tremendous strides have been made in stewardship under Jon's leadership. And great progress is being made in the Kingdom Campaign under the leadership of the Eshelms and the Espys.
 - Nonetheless, stewardship is an item which will require constant attention over the coming years as we try to overcome our bad habits. In addition, it may become necessary for the Rector to discuss the theology of giving with individual parishioners whose pledges are particularly out of line with their apparent financial situation.
- Buildings and Grounds. This is a success story. Bill Garner is providing great day-to-day leadership and he is backed up by a skilled and dedicated committee. Bill and the committee are making up for a long period of a lack of building maintenance. They also have an outside engineering study that is enabling them to establish an annual and long-term maintenance and renovation program.

- I suggest that a program be implemented to write down or otherwise preserve all of the knowledge that Bill Garner has concerning our buildings and grounds.
 - You may also want to have additional focus on building security.
- Communications. This is an area in which I have very little experience but I do have two observations.
 - As All Saints grows even larger and more changes occur, communications become even more important.
 - It is critical that communications be coordinated and that they reflect what I will call the “tone” set by the Rector and the Vestry.
- Pre-School. The Pre-School is going very well. It is important that the Vestry continue to nurture the Pre-School and build on the existing spirit of cooperation.
 - One warning. In the past, money sometimes has been a source of tension between the Vestry and the Pre-School. Some Vestry members have argued that the Pre-School should restructure its finances and pay rent to the Church. On the other hand, some Pre-School Board members have argued that in years in which Pre-School income has exceeded actual expenses other than rent, the excess should be maintained in a separate bank account solely for the use of the Pre-School. In my view, neither position is correct and the Rector and the Vestry need to steer the ship down the middle if the issue comes up.
- Volunteers. The members of our congregation are very talented. I have always thought that to reach our full potential we need to figure out a way to use more of this talent. We have some much talent that we have not tapped.
 - Liz McReady is our Community and Connections Pastor and she has instituted a “Join Us in Service” section in the weekly email blast. The section is a great step in getting more parishioners involved in the ministries of All Saints.
 - The Vestry, Liz and/or a committee established by the Vestry or a combination of the foregoing might want to consider whether there are more pro-active steps that could be taken. Would it make sense to approach parishioners individually with specific requests or asks? If so, how would it be best to learn about the individual parishioners skills so that the asks could be tailored?
- Coordination of Activities. Having just spoken about the need for more volunteers, I would like to talk about the need to coordinate volunteers, groups and ministries.
 - The 2013 Strategic Plan recommended that a Ministry and Program Coordination Committee be formed to improve the development and delivery of programs and ministries; to coordinate activities; and to assist in reviewing and evaluating new and existing parish programs. It was also hoped that the Committee could assist in succession planning in various ministries. Succession planning in the various ministries and refreshing leadership is critical.
 - Because this committee would affect so many groups, we expected progress on this recommendation to be the slowest.
 - As an initial step, Stuart McFarland, Dan Dever and Alex compiled a listing of activities or ministries at All Saints. The last listing I saw had over 100 ministries.

- I believe that it is very important to coordinate all of the ministries at All Saints. The Vestry may want to build upon the list which Stuart, Dan and Alex have begun and continue to gather and update information on the various ministries.
- The Vestry might also consider how to bring a Coordination Committee together. A possible first step might be to find a leader or leaders for the committee. The leader or leaders will need to be great organizers who are diplomatic and firm. Diplomatic because many of the existing ministries may view a “super” committee as infringing on their ministries and firm because there is a need to organize the ministries to know what we have and how to improve it. You might also consider providing the leader or leaders with the opportunity to suggest modifications to the outlines for the Committee provided in the 2013 Strategic Plan. Were the objectives in the 2013 Plan too broad? Or is it primarily a case of implementing the objectives? I really think that the key will be finding the key leader or leaders and a lot of hard work and persistence.
- A general comment or two on choosing committee leadership. Do not limit yourself to Vestry members. In fact, others may have more time and more talent to address certain matters. Also, having non-Vestry leadership on a committee with a Vestryperson as a member may also encourage the development of non-Vestry leadership and engagement.
- Personnel (or Human Resources) Committee. The 2013 Strategic Plan proposed that a Human Resources Committee be established to assist the Rector in human resources related matters. The Committee was to report to the Rector because the Rector is in charge of all personnel under the canons.
 - Personnel matters seem to become more complex each year and growth in the size of the staff also places additional demands on the time and focus of the Rector.
 - Now is the time to formally establish a Personnel Committee. Again, leadership will be key. I suggest that a human resource officer or, perhaps, a labor lawyer be considered as the head of the Committee. Committee members might also include persons, such as business persons, with experience in dealing with employees and employment matters.
- Finance Committee and Accounting Matters. The 2013 Strategic Plan recommended that a Finance Committee be formed to work with the Treasurer, Accountant and other staff to provide transparent, accurate financial information in an understandable, cogent framework. The Committee was also to assist in the administration of various financial related operations and the establishment of standards, controls and requirements for oversight, recordkeeping, budgeting and longer term financial planning.
 - The activities of the Committee have been largely overshadowed by the need to make substantial changes in the accounting function.
 - For quite some time, the Vestry and other leadership have desired substantial changes in the accounting function. A basic question was whether the accounting difficulties reflected a systems problem or a personnel problem or a combination.
 - Frank & Company, CPAs was retained as consultants and working with several of us (including Stuart McFarland, Tad Tatum, Dan Dever and myself) they have developed a new system of accounts which was implemented this year and which, if properly utilized, should greatly enhance our reporting capabilities. In addition, personnel

changes have been made – a new Parish Accountant starts on Monday and Nancy has resigned.

- With these changes, it is hoped that the Finance Committee can focus on its other duties and begin operating under more normal circumstances. Leadership of the Committee again will be crucial and I suggest that the new chair be a CPA. You should also decide whether the Finance Committee will include an Audit Committee and/or a Budget Committee or whether one or both of those committees should be separate committees.
- Unanticipated Events. Despite the best of planning, some of the most important matters that you consider will be matters that were not on your radar. That is why it is so important for Vestry members to build trusting and effective working relationships with each other. A Vestry retreat is a great way to assist in building these critical relationships.

I thank you for listening and I would be happy to respond to any questions.