



*Sharing Christ's Love*

3 Chevy Chase Circle  
Chevy Chase, MD 20815

**Vestry Retreat Minutes  
Oct 15th, 2022**

**ATTENDANCE**

✠	Susan Awad – '24 <i>Senior Warden</i>	✠	Carrie Clark Carlson – '24	✠	Rev. BJ Buracker <i>Interim Rector</i>
✠	Eric Fedowitz – '23 <i>Junior Warden</i>	✠	Liza Cole – '25	✠	Rev. Matthew Kozlowski <i>Associate Rector</i>
✠	Michael Petrucelli – '24	✠	Catherine Eshelman – '25 <i>Assistant Clerk</i>	✠	Lois McDonald <i>Parish Administrator</i>
✠	Mark Pelesh – '24 <i>Treasurer</i>		Cynthia Bryant – '23		Teri Ballou <i>Communications Manager</i>
	(To Be Determined) <i>Assistant Treasurer</i>	✠	Robert Roop – '25		Todd Miller <i>Business Manager</i>
✠	Chris Robinson – '23 <i>Clerk</i>		Rev. Mac Stewart <i>Priest Associate</i>		John Ballance <i>ASC IT/AV Mgr</i>
✠	Lori Shore – '23		Matt Frank <i>Office Managing Partner, Prager Metis</i>		Gary Weider <i>Family Pastor</i>
✠	Jennifer Sirangelo – '25		Mark Pape <i>Assistant Jr Warden</i>		Edward Neuville II <i>Chancellor</i>
A CROSS indicates that the individual was present, while an empty box indicates absence.					

**EXECUTIVE SUMMARY / ACTIONS AT A GLANCE**

<ul style="list-style-type: none"> <li>✍ A quorum was present</li> <li>✍ Review and approval of minutes</li> <li>✍ Treasurer's report</li> <li>✍ Wardens' reports</li> </ul>	<ul style="list-style-type: none"> <li>✍ Rector's report</li> <li>✍ Reports from Clergy in attendance</li> <li>✍ Old and new business</li> <li>✍ Closing prayer and adjournment</li> </ul>
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## DETAILS OF THE MEETING

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### Strategic Plan Review

Father BJ Buracker and Father Mathew Kozlowski

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#### 1. Biblical Foundations

- a. Sunday morning adult education continues with quality courses
- b. Weekday Bible studies and prayer meetings
- c. Regular Sunday morning class offerings (40-45 participants for regular offerings, and 50+ for joint forums)
- d. Goals
  - i. Expand the pool of lay leaders
  - ii. Offer classes that integrate Biblical formation with practical guidance
  - iii. Offer "Foundation of the Faith" in Spring or Summer
    - 1. Father Mathew will be leading and will be diving into the foundations of our faith
  - iv. Find new ways to give spiritual nourishment to fit busy schedules
  - v. Increase attendance at all formational offerings
- e. Comments
  - i. Is this too much for the clergy to keep up with?
    - 1. Fr BJ indicated that the load is manageable
  - ii. Can we have an option for women who work?
    - 1. Yes, this will be addressed
  - iii. Can we bring Alpha course back?
    - 1. This is being considered
  - iv. Can we consider ways to reach younger crowds?
    - 1. 3-legged stool
    - 2. Alpha course
    - 3. Grief share
    - 4. Come up with a 'Meet Up' topic to online connect with this demographic
    - 5. List it on a Listserv
      - a. Will need communication support

#### 2. Youth Ministry

- a. Bring God's grace to people of all ages, especially youth
  - i. 174 is the total population of youth at ASC, all of which are not attending ASC youth programs
- b. Hired new Youth Ministers
- c. Established 32 week Curriculum for both Club and Crew
- d. Attendance is strong for both new students and volunteers
- e. Collaborating with Mission and Outreach
- f. Little Lights is popular
- g. Dominican Republic trip for summer 2023 along with Mission and Outreach
- h. Want to increase attendance by 10-15% and recruit more members
- i. Develop Small groups
- j. Building healthy relationships at all levels

#### 3. Mission and Outreach

- a. Provided gift cards to feed approximately 400 families, including refugee families
- b. Little Lights

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- c. Blessing Bag ministry
  - d. Rockville Women's shelter
  - e. SE DC Thanksgiving meal kits
  - f. Knollwood Military Retirement center
  - g. Blood drives
  - h. Breadcoin is a new local partner (for food insecure people)
  - i. \$400K to overseas mission partners
  - j. Maintain connections with global partners
    - i. Zoom around the World
  - k. Support our own Parishioners for global outreach (e.g. Rangers)
  - l. 'Inreach'
    - i. Visitation team (2500 contacts in 2021)
    - ii. Rides
    - iii. Meals
    - iv. Eucharists to parishioners in need
    - v. Welcome team
    - vi. Prayer teams
    - vii. Enhanced communications
  - m. Goals
    - i. Deepen Outreach opportunities (Knollwood, Breadcoin, others)
    - ii. Resume Mission trips
    - iii. Use Alpha course as a vehicle for outreach and inreach
    - iv. Recruit more members
    - v. Classes about volunteer opportunities
    - vi. Secure budget for Mission and Outreach
    - vii. Need a lay leader for Prayer Ministry
    - viii. Consider opportunities for children to participate in Mission and Outreach (actually serving vs just buying a gift card)
4. Volunteer Engagement
- a. Broaden volunteer participation (this area needd more emphasis in our strategic plan)
  - b. Spiritual Gifts and Talents to support and empower ministry and mission leaders
    - i. Could we consider a Spiritual Gifts and Talents course to recruit more volunteers?
    - ii. Should we consider a process where Parishioners can pledge volunteer hours, in addition to money, on their annual pledge cards?
  - c. Increased attempts to recruit (volunteer Booklet, volunteer form on website, volunteer bulletin board, verbal announcements, eblast, emails, etc)
  - d. Need more 'high labor/high yield' efforts to recruit volunteers (e.g. directly asking specific and targeted individuals to fill a specific need we might have, often people will respond with direct request for volunteer support)
  - e. Need volunteer coordinator ASAP
    - i. Need someone with the time, energy, and organizational skills.
    - ii. Recommend we actively recruit this position and to seek someone who has not been asked to perform other duties
      - 1. Important to stop asking the same people to serve and to consider ways to recruit new people in these roles)
  - f. Need to grow pool of volunteers (greeters, prayer team, acolytes, guilds and LEMs, Mission and Outreach, Adult formation)

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**Retention, Welcoming, and Engagement Brainstorm    Fathers BJ/ Mathew, and Susan Awad**

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1. Retention:
  - a. Have been culling and reviewing active Church members (~650 families) to figure out if there are people who haven't surfaced lately, or we don't know their status
    - i. Narrowed list down to 40-50 names of people who need to be contacted
    - ii. How do we reach out to gently inquire as to the status of each
    - iii. Went through list and identified who will call
      1. Will determine who to archive and who needs to be reached out to
    - iv. Father BJ and Mathew will finalize the list and will identify who will call each
    - v. Will start reviewing names as part of monthly Vestry meeting in order to prevent the list from getting to large, too fast
  - b. Discussed a Small Group program to better build a sense of community with ASC which will also address retention moving forward.
2. Father Mathew discussed different retention problems to help us figure out how to address this.
  - a. Front door problem? – no one knows where your Church is (visitor cards, signage, website, location). Not the problem for ASC
  - b. Back Door problem? lots of people leaving the Church after a short term, or even after a longer term. Usually due to problems within the Church, divisions, etc. Also not a problem for ASC
  - c. Side door problem – visit the Church, we register them, but then they fall away. This is more of ASC's situation. How do we address this?
    - i. Realize that if people have joined a Church and within 6 months have not made 5 intimate social connections, are more likely to leave the Church.
      1. Need to leverage this by increasing connection opportunities
    - ii. Will also focus on doing a better job of tracking, although this process is much improved. (Lois and Father Mathew)
    - iii. Fall and Spring opportunity to connect with Newcomers
      1. Meet and Greet opportunity – Fall event
      2. Foundations of Faith – Spring event

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**Financial Planning**

**Mark Pelesh and Susan Awad**

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1. Miscellaneous Financial News
  - a. Renewed \$200K Line of Credit (LOC)
  - b. Culver Street mortgage has been renewed with United Bank
  - c. Finance Committee has begun meeting (first time on Oct 13<sup>th</sup>)
2. Reviewed Sept Financials (Atch 1 and Atch 2)
  - i. Giving is up over last year (fewer people are giving more)
  - b. Deficit steadily growing cumulatively
  - c. 2022 budget originally planned/approved for \$350K to be funded by Kingdom Campaign and that is consistent with what has happened
  - d. Will meet revenue estimate, but expenses have grown (Atch1)
    - i. Likely to have a bigger deficit than what we've planned for
    - ii. YTD giving running ahead of last year by \$80K (largely from non-pledged and plate side)
    - iii. Should we be funding our deficit with LOC vs Kingdom campaign?

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- iv. Using the Kingdom Campaign as a long term ASC financial strategy is not a viable plan and not recommended
- v. Revenue unlikely to ever go back to pre-COVID levels (~2.2M budget)
- vi. Expenses need to be more in line with actual revenue post-COVID (~\$1.85M)
- vii. Annual revenue from the pre-school exceeds expenses by ~\$200K
- viii. Need to accept that the financial picture we see is now the new normal
- e. Budget walk through (Father BJ)
  - i. Budget prep with staff for 2023 Budget – coding all expenses so we can see where we spend our money in detail and provide this input for next year’s budget
- f. What is the comparison between 2021 last quarter and 2022 last quarter (Atch 2)
- g. Budget planning: will categorize expenses by Ministry so we can budget more effectively and accurately in 2023
  - i. Fr BJ and staff have already begun doing this, and will have this completed by Nov Vestry meeting
  - ii. Moving forward we will be getting quarterly expense reports to ensure Vestry has proper fiscal oversight
  - iii. We must have expenses meet revenue (e.g. flat revenue of \$1.85M)
- h. Questions to answer:
  - i. We are facing another budget deficit in 2023, what is the appetite for approving a budget deficit for 2023?
    - 1. The Vestry agreed we have no appetite for continuing with a budget deficit. We will balance the budget, primarily through cutting expenses and creatively raising revenue
  - ii. What funds will be available to cover a deficit in 2023? (Endowment? Kingdom?)
    - 1. We will strive towards a balanced budget
    - 2. Discussed ways Endowments can be used as well (for facilities mgr. and/or cleaning crew)
  - iii. What are additional revenue sources?
    - 1. Allow outside Weddings or other revenue producing events
    - 2. Provide fun events to raise money from NEW people (movie night, ice cream social, dances, etc)
    - 3. Renting space?
    - 4. Expand preschool operations, when allowed by staff and licensing (summer camp, Christmas break, etc)
    - 5. Increasing volunteer corps so when expenses are cut the capability continues
  - iv. If expenses need to be cut where would the Vestry prioritize cuts?
    - 1. Need to prioritize which ministry or areas we want to cut
  - v. Can we factor overdue raises for staff and preschool teachers in 2023?
    - 1. Yes, but will need to do this by making additional expense cuts

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### Parking Lot and Next Steps

Susan Awad

- 1. Moving forward on budget decisions
  - a. Initial budget cut proposals due at Nov 2022 vestry meeting. Staff will come back to present budget cutting scenarios based on below:
    - i. Consider first cuts to “Go” ministry
    - ii. Cuts to communications (e.g. bulletins) – what are the consequences
    - iii. Flowers only during week we have them donated

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- iv. What do we lose if we cut third clergy
- v. Can we reduce building usage (front desk, evening usage)
- vi. What are cuts we can look at in the music ministry
- vii. Diocesan pledge – \$74K tithe to the Diocese...should we reduce this, and if so what are the consequences?
- viii. Look into creative uses of the endowment campaign funds for B&G salaries, utilities, other ways to maintain our building– can we and should we?
- ix. Feedback will be provided to above scenarios and then revised proposals will be discussed at Dec 2022 vestry meeting.
- x. January 2023 vestry meeting– will review final 2022 revenue and Vestry will vote on final 2023 budget

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### **Adjournment**

There being no further Agenda Items to discuss, Susan moved to adjourn the meeting at 3:45 PM, and provided the closing prayer.