All Saints Church
Sharing Christ's Love

3 Chevy Chase Circle
Chevy Chase, MD 20815

Vestry Retreat Minutes
Oct 15th, 2022

ATTENDANCE

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

EXECUTIVE SUMMARY / ACTIONS AT A GLANCE

- A quorum was present
- Review and approval of minutes
- Treasurer's report
- Wardens' reports
- Rector's report
- Reports from Clergy in attendance
- Old and new business
- Closing prayer and adjournment

DETAILS OF THE MEETING

Strategic Plan Review	**Father BJ Buracker and Father Mathew Kozlowski**

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

   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)

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

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

Financial Planning   Mark Pelesh and Susan Awad

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 13th)
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?

   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

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

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

Adjournment

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