

St. David's Episcopal Church and School
June 12, 2019
Vestry Meeting Minutes

Attending: Rev. Will Packard, Ken Courter, Conrad Jones (by phone), David Sheatsley, Mike Martino, Chris Broadbent, Buz Price, Colgate Salomon, Kondeh Greaves and Tabatha Bragg. Also attending: John Mellish, Allan Steed, Liz Whitlock, Marilyn Tracy, Jae Mitchell, Maureen Carey, Mike Gibson, Carol Bonifant, Julie Hellstrom and Ricky Barker.

Note: Colgate Salomon and Chris Broadbent presented various options for the proposed Spiritual Space at 6pm prior to the Vestry meeting. The meeting was held in the church offices for AV access. Following the insightful presentation, attendees moved to the large meeting room in the new modular unit, marking the first use of the recently dedicated modular unit.

Opening prayer led by Carol Bonifant.

Attendees sang "Happy Birthday" to Fr. Will and shared a cake.

Sr. Warden Buz Price called the meeting to order at 7:15pm.

Parishioner Comment Period – Parishioners

There were no parishioner comments.

Administrative Items

Decision: Approve June 12, 2019 Agenda – Buz Price

Motion: Move to approve the June 12, 2019 Agenda as presented.
Motion seconded and approved.

Decision: Approve May 15, 2019 Minutes

Motion: Move to approve Vestry meeting minutes.
Motion seconded and approved with previously submitted changes.

Discussion: May 2019 GM and Trustees Reports - Allan Steed

- Senior Trustee Allan Steed referred the Vestry to the report contained in the minutes.
- Allan thanked Liz Whitlock for obtaining the occupancy permit from Loudoun County, thereby making the modular unit open for use.
- Allan pointed out that the biggest challenge the Trustees faced in May was the purchase of a new compressor and other related items to ensure that the AC unit was "stable" enough to ensure air conditioning for the church.

- He thanked and recognized the team from Deloitte for the work they performed on behalf of the church the past Friday.

Decision: Approve May 2019 Treasurer's Report

Discussion: John Mellish provided an overview of the report and responded to general questions.

- Mike Gibson, chair of the Finance Committee, noted a typo in the report, indicating that January through May revenue was actually \$367,334 rather than the \$267,334 contained in the report. This change had no impact on the other figures contained in the report.
- Mike distributed copies of the May 2019 Financial Update and noted that he would be sending copies of the summary report to the Vestry electronically. See attachment.
- Variance between actual and expected revenue now stands at 6%, an increase from the 5% realized in April; using a color code to indicate financial severity, the Finance Committee changed the color from green to yellow, thereby reflecting heightened budget concerns. Mike noted that the improvement in revenue exhibited in April, which the Committee was hoping to be the beginning of a positive trend, was not sustained. Revenue targets have been missed in four of the first five months of the calendar year.
- The increasing deficit is concerning, having increased from \$40,000 as of the end of April to \$56,000 as of the end of May.
- He noted that the Finance Committee discussed the potential need for the Vestry to revisit the approved budget, but that such a step was not recommended at this time.
- Mike stressed the point that ministry leaders must keep expenditures within their allotted budget and that many expenditures are allocated to the category of "other." Buz Price asked Mike to provide an example and Mike mentioned the \$200 spent on new name tags. Mike suggested and the Vestry agreed that the cost of the name tags should come out of the Welcome Committee budget. It was suggested that Lisa Gage make Donna Martin, chair of the Welcome Committee, of this decision.
- Given the Finance Committee's increased budget uncertainty, Senior Warden Buz Price suggested that the Vestry take a straw vote on the possibility of having to prepare a revised R2 budget and asked if it was the will of the Vestry to ask the Finance Committee to recommend where cuts could be made.
 - Mike Gibson said that it was not the purview of the Committee to recommend such cuts and that it was the Vestry's responsibility to suggest such changes.
 - John Mellish suggested that, when and if the time comes, the Vestry consider forming a task force from within the Vestry to review proposed changes to the budget.
 - Buz responded that the full Vestry should be involved and hold a special budget meeting should the need arise.
- Tabatha Bragg asked about reasons for the decline in revenue. Ken Courter suggested that changes to the tax code may be one reason.
- Mike Martino asked about the status of loose plate offerings, which are \$1,700 higher than expected, but the church is gearing up for what are usually the lean summer months.
- Mike Gibson noted that the budget does not contain a lot of "fat" and that even if all ministry budgets were slashed, the reductions would not go far in reducing the budget

shortfall. He also noted that most expenses are fixed and that the budget included increased costs once the new modular unit came on line, but that the costs were estimates.

Motion: Move to approve Treasurer's Report with the corrected revenue figure.
Motion seconded and approved.

Discussion: Financial Update/Pledge Status/Budget Status – John Mellish and Mike Gibson

- Most of the discussion on this topic occurred during the Treasurer's Report.
- Regarding the pledge letter, a related item posted in "Happenings" and "words from the pulpit" given by the Senior Warden, it was noted that we would not be able to assess the impact of the messaging until the numbers for June had been compiled.
- Ken Courter noted that the pledge letter sent to parishioners was "fantastic" and that we needed to maintain a positive image.

Discussion: Diocesan Pledge – Sr. Warden

- There was much discussion about the Diocesan Pledge and the \$12,500 in the budget the Vestry allocated for St. David's pledge to the Diocese.
- Conrad Jones pointed out that St. David's has made a pledge to the Diocese, just as parishioners have made pledges to St. David's. Conrad asked about the percentage of the budget allocated to the Diocesan pledge and was told that it is 1.3%. He suggested that 1.3% of church offerings be allocated to meet the Diocesan pledge commitment. It was noted that, by doing so, would even further negatively impact the existing revenue deficit.
- Fr. Will indicated that he had given consideration to when the request would best fit from a liturgical standpoint and given his schedule for the remainder of the summer.
- It was determined that the Diocesan pledge should be held over the term of one month. Based on schedules and holidays, and the program would kick off on June 30th and continue for the month of July.
 - Mike Martino suggested that special envelopes be generated as a means of indicating monies donated by parishioners who attend church during the month for the cause and that parishioners also be given the option of making a pledge online.
 - It was also noted that publicity was needed to make parishioners and others aware of the program, stressing the good work the Diocese performs with revenue received from all Episcopal churches in the Diocese.

Motion: Buz Price moved to make July the "Month of Giving" to support the Diocese in a manner to be determined.
Motion seconded and approved.

Discussion: Average Sunday Attendance and Indicated Action – David Sheatsley

- David Sheatsley thanked Jerry Mamrol for generating the analysis as a “time and talent” contribution to St. David’s and noted that the Vestry will be receiving an ASA analysis on a quarterly basis.
- At the same time, the Vestry will be receiving a trend analysis of *attendance volume*, by service, in each monthly Vestry packet for the Vestry’s review and consideration.
- Fr. Will noted that he and the Senior Warden had charged David to create a research plan to address the declining attendance for the 9am service. David suggested that, in order to avoid perception that the 9am service had been singled out for assessment, the plan include a review of all three services.
- The team will review its findings and release a report with recommendations and suggested action for review by the Vestry and clergy.
- Conrad noted that, based on the ASA report, attendance at St. David’s was “flat” and that flat is not good. Mike Gibson mentioned that attendance at Episcopal churches nationally was down 13%, indicating that “flat” may not be all that bad.
- Carol Bonifant suggested that David look at the demographics of the services and noted the trend that the children who have grown up at St. David’s have now aged out, with no new middle and high school youth to take their place.
- It was noted that the Sunday school program to be established this fall may help reverse the downward trend in the 9am service attendance.
- Maureen Carey indicated that plans for the Sunday school program is well underway and that a survey will be going out to parishioners asking for input about the best time for Sunday school to be held that will work best for parishioners with Sunday school-aged children. She thanked her team and David for creating the survey.
- David urged members of the Vestry, as leaders of St. David’s, to allow time for Fr. Will, Buz and David to roll out the planned research to avoid potential misunderstanding about the purpose of the analysis.

Rector’s Report – Rev. Will Packard

- Internment for Parishioner’s mother.
- Graveside dedication for another parishioner.
- Eucharist at Lansdowne Woods and Falcon’s Landing.
- Maureen had an article published on Messy Church in Diocese of Virginia’s magazine, The Virginia Episcopalian, continues work for Faith@5 online Facebook posts, helped arrange Pentecost with Food Truck and working on Sunday school survey. Maureen told the Vestry that she has been appointed to serve on the national board for the Messy Church program and received a round of applause.
- Held baptism preparation and had 3 baptisms on Pentecost, with one full immersion.
- Celebrated Pentecost with picnic.
- Fr. Will formally dedicated the new modular unit on Sunday following the Pentecost service.
- Loudoun County has finally approved the occupancy permit for the modular unit.

- Had the Deloitte Impact Day.
- Provided supply work for Fr. Daniel at San Gabriel's.
- Held Graduation Sunday and recognized those graduating.
- Continue to respond to pastoral care needs.
- Sustainable Youth Ministry Team has met.
- Fr. Will announced that the Rector of St. James' is resigning effective June 23rd and that all should be "kind" to the parishioners of St. James.
- Our Rector is stateside and safe. Keep her in your prayers.
- Supply organist will begin this week for the 11am and continue working through July.
- New organist, Daryl Ackman, will begin on first Sunday in August and we will commission him on Mary Kay's first Sunday back, (second Sunday in August).
- This past Saturday at its annual national meeting, the Brotherhood of St. Andrew elected Conrad Jones to serve as President of Province III. This is a 3-year term and the Province encompasses 5 states (VA, WV, PA, DE, and MD) plus Washington DC and 42 chapters.
- Maureen, and a Sunday school team she established and David Sheatsley have been working on a survey to assess various aspects of fall's Sunday school program. Results from the survey will help guide decisions regarding when Sunday school would be most accessible to the greatest number of children between the ages of 4 and 5th grade. Also provides parishioners an opportunity to express interest in teaching Sunday school. David will be looking at the data and summarizing the results for use by Maureen, her team and Mary Kay and myself.
- Karen Knox attended the ASC conference last month in DC and returned with information on how our database of parishioners and visitors can be more robust for marketing and volunteering purposes. Plans are underway to send out an e-form asking parishioners to review and update their profile information, including hobbies, interests and areas of expertise. The Welcome Committee, which includes Karen, is taking the lead on this.

Coming Up:

- Trinity Sunday this Week.
- Vacation Bible School is next week.
- The REACH trip to Uniontown, PA is the following week. Fr. Will will drive his own vehicle in order to return to St. David's if necessary, and will be coming back with enough time to recover for Saturday's service.
- Margaret Mercer Birthday Celebration on June 29th and, along with Buz Price, urged members of the Vestry to attend.
- Sustainable Youth Ministry Team meets tomorrow.
- Maureen Messy Church, Family ministry events such as summer park series.
- Preparing two couples for upcoming weddings at St. David's (one in July and one in September).
- Fr. Will will be on vacation 7/6 through 7/15, which was planned before Rev. Mary Kay's Sabbatical.

- Office will be closed week of July 1-5. I have a few exceptions for appointments in office, but not officially open.
- Fr. Redimalla will supply on July 7 and 14 and Fr. Larry Packard will supply on July 6 and 13.
- Conrad Jones asked how we could best communicate to the congregation all of the good work and activities that are occurring at St. David's.
- Senior Warden, Buz Price, acknowledged how busy Fr. Will has been during the Rev. Mary Kay's absence and stressed the importance that he take care of himself by ensuring that he does, indeed, take Friday's as his Sabbath. Fr. Will indicated that he will do so and was receiving the same message from the three women in his life.

New Business

Discussion: Margaret Mercer Birthday Celebration Event – Ken Courter

- Ken provided an overview of the celebration and noted that it is an opportunity for families from all three services to gather together at the same time.

Discussion: Stewardship Campaign 2019 –Ricky Barker

- Ricky Barker, Chair of the 2020 Stewardship Campaign, attended the “Vitality in the Church” meeting that pertained directly to stewardship.
- The theme of the 2020 campaign is “Wonder in All,” which comes from a line on page 308 of the Baptism service.
- Ricky noted that Colgate Salomon is the Vestry liaison to the Stewardship Committee and Committee members include Karl Colder, Jeff Trussell and Dee Barker. He may be asking other individuals to serve on the committee.
- Ricky indicated the Diocese strongly suggested telling the stewardship story through action photos and videos. The question was asked about issues related to using photos of parishioners, especially children. Buz Price said that we need to be careful to obtain parental approval for their children to be included in online photos.
- Kondeh Greaves indicated that public schools use a release form. Julie Hellstrom, co-director of the Preschool, indicated that parents are asked to complete a form indicating the lack of approval to have their child (ren) photographed for school promotional purposes. Jeff Trussell has previously taken photos and video of the Preschool in action and was careful not to film students whose parents had not given approval.
- Back to the stewardship campaign, the plan is for the campaign to last no longer than 4-6 weeks with pledge cards being handed out the last Sunday in September. A letter and other communications announcing the campaign will be distributed in August.
- Ricky asked at what point the Vestry would provide a budget on which to base the campaign.
- Ricky expressed the importance of having “all in” from the Vestry by the time the letter is sent out. Buz Price asked if there were any Vestry members who would not be able to submit a pledge card in an August timeframe. No members indicated an issue with this request. Buz said that he would like to see 100% participation from the Vestry by August.

- Ricky also described a “matching gifts” aspect of the 2020 campaign, where every new pledge or increase in an existing pledge would be “matched.” This takes the place of the \$0.80 idea used in the 2019 campaign.
- Ricky thanked Mike Martino for keeping the stewardship campaign in mind when considering fundraising activities.

Discussion: Fundraising Procedures and Process – Buz Price

- Buz referred Vestry members to the draft “Criteria for Fundraising” document and noted that it reflects an update from the previous document generated in 2009.
- The document needed to be revised and updated, since the 2009 criteria addressed fundraising only for the Bromley School, REACH and El Hogar; it did not conceive that other fundraising events may be held by St. David’s.
- Buz stressed that the purpose of the Fundraising Committee was to serve as a “gatekeeper” for fundraising suggestions and it was never the intent that the Committee would be responsible for “owning” every activity in terms of planning and execution.
- Vestry members were asked to review the document and provide suggested changes to David Sheatsley with copies to Buz.

Spiritual Discussion: Fr. Will

Old Business

Discussion: Deloitte Impact Day Report – Rohit Dean

- Buz Price began by thanking Rohit Dean for his forward thinking of having St. David’s Church and School as a potential beneficiary of Deloitte’s annual event and for shepherding the application through the company approval process.
- He noted that the work team replaced boards and stained decking and other Preschool areas and painted the adult education room.
- He also recognized the team who participated in a strategic planning session with a focus on communications.
- Rohit is to submit a Communications Plan within 30 days.
- Buz Price indicated the need and desire to formally thank every volunteer individually that comprised the Deloitte team and recommended preparing a certificate suitable for framing or inclusion in their personnel files.
- Buz asked the Vestry for agreement to proceed with this plan and approval was given.

Discussion: Spiritual Space – Chris Broadbent and Colgate Salomon

- Colgate Salomon and Chris Broadbent provided an overview of options for development of the Spiritual Space at 6pm prior to the Vestry meeting.
- They presented nine proposals within three tiers ranging in cost from \$50,000 to \$200,000.
- The large presentation will be available in the St. David’s Dropbox and can be shared via thumb drive if preferred.

- As part of their presentation, Colgate and Chris indicated the need to receive direction from the Vestry before as to the financial viability of the plans and to narrow the focus to one or two of the nine options before moving forward.
- Buz indicated that such discussion will be on the July Vestry agenda.

Discussion: Planned Giving – Ken Courter

- Ken held up the flyer used to promote the Planned Giving Campaign for St. David’s and indicated the challenge of measuring the success of the program since contributions to St. David’s are generally made through wills and insurance policies.
- Ken also held up a flyer that Reston Bible places in its pews for use by visitors and those requesting special prayers. He asked if it was possible to create similar cards for use by St. David’s.
- David Sheatsley indicated that the cards should be considered by the Communications Committee to ensure proper “branding” and use of fonts.

Discussion:

Welcome/CONNECT – Tabatha Bragg

- Chris Broadbent noted that Tabatha had to leave the meeting and mentioned that the next Coffee CONNECT will be held on June 20th at 7pm at the home of Donna and Philip Martin. Kondeh Greaves urged Vestry members to make an exerted effort to attend either this or a future Coffee CONNECT.
- The next Newcomer’s Orientation Lunch will be held on July 21st following the 11am service and urged Vestry members to attend this event as well.
- David Sheatsley announced that to date 107 newcomers have attended the orientation lunch and 87 have so far attended the eight Coffee CONNECTs.
- Philip Martin and David have been discussing how best to approach these highly engaged individuals to consider making a financial commitment to St. David’s, realizing that, for the most part, individuals and households represent a potential source of *new* revenue for the church. With approval from Fr. Will, a church finance FAQ document and pledge card will be included in the information packet currently distributed at the Coffee CONNECTs. Approval was received to proceed.

Communications – Kondeh Greaves

- Kondeh Greaves announced that Rohit Dean has agreed to serve as chair of the Communications Committee;
- A draft Communications Plan will be submitted by Deloitte within 30 days based on the strategy session last Friday as part of Impact Day.

Fundraising – Mike Martino

- Mike Martino noted that he and Keith Korin comprise the Fundraising Committee and the purpose of the Committee is to coordinate planned fundraising activities to ensure no overlap with other activities, including Stewardship.
- He noted that, on occasion, individuals representing various programs and ministries of St. David's have been approaching the same companies or individuals for financial support. The perception is that we don't have our act together.
- Mike and Keith met with Nancy Whiting and Jack Walton to discuss a proposed fundraising event to be held at TopGolf.
- After much discussion, it was decided that this event would be promoted to parishioners of St. David's as "Sunday Fun Day at TopGolf."
 - Would hope to draw 100 people to the event, which would have activities for all to enjoy.
 - The likelihood of the event, with the need to keep ticket prices reasonable, generating as much as \$5,000 is not strong. A few thousand dollars is more likely.
 - If this event is successful, then we can approach sponsors to generate even more revenue next year.
 - After taking into account home football games, September 29th has been set aside as the possible date for this event.
- Mike also mentioned that a classic car show proposal had been submitted for consideration.

Open Discussion

Senior Warden Buz Price noted that we decided to have quarterly Vestry workshops and July fits the schedule.

- He asked Vestry members to check their calendars to see if July 27th is a viable date for the workshop.
- Topics would include (1) attendance and (2) volunteerism. It is critical that we identify and figure out how to motivate parishioners to volunteer. It is not because people are bored; in fact, they are probably anything but bored.
- Chris Broadbent mentioned the need to find out what talents that St. David's parishioners possess and the amount of time they can give to the church.
- This information should be collected as part of the Stewardship Campaign, since stewardship isn't just about money.
- David Sheatsley mentioned that, in conjunction with Karen Knox and the Welcome Committee, he has been working on a form that will allow the church to identify the "time and talent" among the parishioners with the goal of having an e-document available that will allow transferring the information directly into the church database.

Kondeh Greaves mentioned that she had had the opportunity to meet and talk with two members of the church with the conversation addressing what they, and others, would like to see St. David's provide families. She especially noted that one of the benefits of St. David's is accessibility to clergy.

Fr. Will closed the meeting with a blessing.

Adjournment – Sr. Warden Buz Price adjourned the meeting at 10:00pm.

Respectfully submitted:

A handwritten signature in dark ink, appearing to read 'D. Sheatsley', with a long horizontal flourish extending to the right.

David Sheatsley
Junior Warden

June 13, 2019



St. David's Episcopal Church & School May 2019 Financial Update

- For the month of May, total income was 10% below budget. YTD total income is 6% below budget, which now falls into the “Yellow Flag” zone (not a real financial term) due to the variance being greater than 5%. Yellow = Caution.
- After making up some ground in Pledged Revenue in April, we lost ground in May. For the month, Pledged Revenue was down 10% from budget, and YTD we are down 7% from budget. For the first 5 months of the year, we have been below budget 4 of those months. Again, this is now in the “Yellow Flag” zone.
- There was no income from fundraising budgeted for May, so we remain \$5K behind pace YTD. This continues to be a concern, as there is an additional \$20K budgeted for the remainder of the year.
- Concern remains about Diocesan Pledge income (revenue anticipated from passing a 2nd plate which has not happened). YTD, we remain \$1500 below budget, and we have a total of \$4K budgeted for the year.
- Facility Rental income remains a question mark. We are on track as of now, but there is \$9K budgeted for parking lot rental for the remainder of the year which may or may not happen.
- Overall, we are doing a good job of controlling expenses. Total expenses were below budget for May and below budget YTD. The Finance Committee monitors each of the individual expense line items, and while there are some reporting type issues that need to be addressed (making sure expenses are being allocated or re-allocated properly), most variances are not concerning, with just a couple of exceptions (see below)
- Now that the trailer is open, expect to see an increase in related expenses for the remainder of the year (utilities, cleaning, etc.). These expenses have been budgeted, but it still bears watching since they were estimates.
- As noted last month, Fire, Security and Safety is significantly over budget YTD (247%), and has already exceeded our annual budget, with 7 more months of monitoring expenses yet to be incurred. The negative variance should go down

once a gift is recorded, but it still bears watching. Understanding the importance of this area, the Finance Committee still recommends that any new expenses be considered carefully and be reviewed by the Vestry before incurring.

- Operating cash remains above the \$50,000 minimum floor that we have established.
- At this point, the deficit is moving in the wrong direction. Our deficit was \$40k as of end of April but jumped to \$56K as of end of May. There was much discussion among the Finance Committee as to whether we needed to raise a “Red Flag” instead of a “Yellow Flag” warning (again not real financial terms), but ultimately, we agreed on yellow. Caution but not crisis.
- Even though expenses are in line for the moment, given the concern about revenue, the Finance Committee recommends that Ministry Leaders be reminded that they should not exceed their monthly or YTD budgets. Also, the Finance Committee recommends that Ministry Leaders and staff should be asked not to incur expenses in unbudgeted areas without prior approval. YTD there are several expenses that are categorized as “Other”, with no budget attached to them. Any unbudgeted expense should be approved.
- The Finance Committee discussed whether it would be appropriate for the Vestry to consider doing an R2 Budget, but it is not recommended at this time.