

# Report

## 2019 Vestry Retreat Outcomes

### Table of Contents

<b>Background.....</b>	<b>2</b>
<b>Implementing Concepts.....</b>	<b>3</b>
<b>Observations Made During the Retreat.....</b>	<b>4</b>
<b>Steps Leading to Plan Development.....</b>	<b>5</b>
<b>Key Aspects of Draft Plan.....</b>	<b>6</b>
<b>Next Steps.....</b>	<b>7</b>
<b>Initial Implementation Timeline.....</b>	<b>7</b>
<b>Atch 1 Draft Plan.....</b>	<b>8</b>
<b>Atch 2 Partners and Potential Partners.....</b>	<b>9</b>
<b>Atch 3 Technology and Other Multipliers.....</b>	<b>21</b>
<b>Atch 4 Report of Strategic Objectives Team</b>	
<b>Atch 5 Vestry Retreat Agenda</b>	
<b>Atch 6 Vestry Resolution, Finance Commission</b>	
<b>Atch 7 Vestry Resolution, Planned Giving</b>	
<b>Atch 8 Strategic Finance Concepts</b>	
<b>Atch 9 Committee Report Format</b>	
<b>Atch 10 Cemetery Regulations</b>	

2 March 2019

# 2019 Vestry Retreat Outcomes

## 3 **Background**

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4 The Vestry Retreat was one step in a process being pursued by All Saints Parish to address  
5 challenges and opportunities, and to prepare to call a Rector for the Parish effective  
6 December 24<sup>th</sup>, 2021. The Diocesan Bishop has been notified by the current rector that he  
7 would be retiring effective that date and has approved the Parish using an integrated  
8 approach to accomplish strategic objectives defined by the Parish, and to call a new rector  
9 without the customary interregnum between rectors. Conceptually, the Parish seeks to  
10 come closer to what will best serve our Lord in the next two years in such a way that  
11 prospective applicants for rector may readily discern our direction, and whether he or she  
12 might be an appropriate match for All Saints at that time. To achieve this will require  
13 substantial commitment by each parishioner.

14 The purpose of the 2019 Vestry Retreat was to plan the means of implementing Strategic  
15 Objectives approved by the Parish at the 2019 Annual Meeting. The Objectives had been  
16 prepared for Parish consideration by a special team using a process recommended by  
17 Bishop Chilton Knudsen. (Their report is at Attachment 4.)

18 The Team had also provided ideas about how each objective might be achieved. The Parish  
19 had approved the Objectives but did not act on subordinate suggestions, leaving them for  
20 Vestry consideration. The Vestry had the benefit of considerable discussion at the Annual  
21 Meeting, much of it commenting on many of the ideas noted in the Team's report.

22 The Agenda for the Retreat is at Attachment 5. As noted, it included opportunities for  
23 corporate prayer, wide-ranging brainstorming, extensive discussion and specific planning.  
24 The intent was to finish the Retreat with an "80% solution" to implement the Parish's  
25 Objectives. This report includes that plan at Attachment 1.

26 Retreat expenses were paid by the individuals attending.  
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## 29 Implementing Concepts

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Prior to the Retreat, commitments had been made to the Parish as follows:

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- The Vestry<sup>1</sup> will plan for implementation of the Objectives and quickly begin to implement them, understanding that periodic “course corrections” would likely be needed as we went along.

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- To the extent feasible, the Plan will incorporate existing Parish organizational structure, allocating responsibilities to appropriate officers and committees<sup>2</sup>, creating new committees as required, and populating all committees.

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- The Plan will incorporate specific milestones (sub-objectives and times for accomplishment of each), and measures-of-merit to assess progress.

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- The Parish will be given frequent updates, to including presentations at quarterly combined worship services.

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- The Vestry will maintain focus on the approved Parish objectives over the coming year, intending to resist going in other directions until the end of the year.

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- Distinctions will be made between Parish Objective activities and other parish activities. Resources would be focused and prioritized on Objective activities, and Parish leadership will collectively support those activities. The facilities of the Parish would be available to parishioners and others for additional activities, but they would be self-funded and managed.

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- At the end of the implementation year, using the Annual Meeting, the Parish will conduct a review of the year’s progress and determine what, if any, changes should be made at that time.

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- The Parish will be operated on a balanced budget, with the understanding that no expenditures will be approved unless they are already provided for in the budget or can reliably be funded from other sources.

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- Budgeted funds will be allocated by quarter and, absent specific Vestry approval otherwise, no more than the allocation may be spent in any quarter. (This allocation principle is to ensure that the Vestry has

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<sup>1</sup> As used in this report, the term “Vestry” is used in its broadest sense to include the Rector, Officers and voting members.

<sup>2</sup> The Parish has used both “Commissions” and “Committees” in its organizational structure largely anecdotally. The draft Plan incorporates a more consistent use of the terminology, but otherwise this report uses the term “committee” to refer to both.

- 67 opportunity to assess budget performance across the year and make  
68 necessary changes to remain without a deficit for the year.)  
69  
70 ○ Targeted fundraising would be an aspect of budgeting to provide income for  
71 specific purposes, filling gaps that may arise between program/campus  
72 needs and projected general revenues. To be considered as “funded” the  
73 Vestry would have to find that it is probable that the targeted fundraising  
74 effort will be successful. (If that does not prove to be the case in quarterly  
75 reviews, budget adjustments would be required to ensure a balanced  
76 budget.

## 77 Observations Made During the Retreat

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79 The Retreat developed the following observations:

- 80 - Implementation of the Plan would require formal Vestry approval.  
81 - Many valuable insights were provided at the Annual Meeting; they were noted by Vestry  
82 members and incorporated into planning deliberations.  
83 - The Parish has developed a broad variety of partners, both organizations and individuals,  
84 who should be considered in planning and in execution.  
85 - More deliberate incorporation of these partners and development of new partners would  
86 likely benefit the Parish, both programmatically and financially.  
87 - Our resources could be extended on many projects by inviting/incorporating “other  
88 peoples’ money (OPM)” and “other peoples’ time (OPT)”  
89 - The nature of the parish has changed considerably over recent years.  
90 ○ In the past, most individuals who considered themselves part of the Parish were  
91 Voting Members (as described in the By-Laws) who pledged or otherwise  
92 contributed regularly and substantially;  
93 ○ Today many of those who consider themselves part of the Parish are Ordinary  
94 Members (as described in the By-Laws) or un-defined affiliates who may be less  
95 likely to pledge or make substantial regular donations.  
96 ○ Planning should include and characterize the many people who are affiliates of the  
97 Parish (Friends of the Parish) but neither Voting or Ordinary members, inviting  
98 them to a closer relationship as they wish.  
99 ○ Planning (including financial planning and budgeting) should take these shifts into  
100 account.  
101 ■ A By-Laws amendment to provide for such Friends of the Parish may be  
102 appropriate  
103 - Our values and those of potential partners must influence our planning and execution.  
104 - Execution of any plan will require many people. Development of new ideas and initiatives  
105 will benefit from having as many different viewpoints as possible. In recognition of these  
106 facts, the following intentions would be beneficial:  
107 ○ Involve as many parishioners as possible  
108 ○ Incorporate as many people as feasible as part of the Parish leadership team (as  
109 committee chairs or co-chairs, or otherwise)  
110 ○ Where feasible, incorporate Friends of the Parish and other non-member  
111 individuals  
112 ○ Avoid individuals being on more than one committee to the extent possible  
113 ○ Avoid multiple-Vestry-member participation in committees to the extent possible,  
114 recognizing:

- 115                   ▪ Committees will provide the Vestry with regular reports
- 116                   ▪ All major committee plans will require Vestry approval for execution
- 117                   ▪ Every committee will either be chaired by a member of the Vestry or have
- 118                   a Vestry liaison to facilitate its activities
- 119                   ▪ Vestry members are free to provide individual inputs to committee chairs
- 120                   for consideration
- 121               - Accept that an “80% solution” in planning and execution is often sufficient; “perfection can
- 122               be the enemy of the good”; and we will refine/improve as we go along.
- 123               - Development of Parish leaders should be intentional. It would be helpful to identify
- 124               individuals who appear to have both leadership ability and interest, mentor them, and
- 125               incorporate them gradually and progressively into leadership positions of increasing
- 126               responsibility. This should include ensuring that individuals are aware of eligibility
- 127               requirements for specific positions and are assisted in accomplishing them.
- 128               - Sharing our campus with other faith groups and organizations who have common values
- 129               can be beneficial in a variety of ways, to include modeling positive community conduct,
- 130               achieving shared goals, and financial income.
- 131               - Given the size of our Parish and the scope of our interests and objectives, planning for
- 132               every activity should seek to achieve multiple Objective benefits (AKA, “two-fer, three-fer,
- 133               many-fer” benefits.) Generous coordination between committees can assist this.

## 134   **Steps Taken Leading to Plan Development**

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136   Retreat participants accomplished the following steps leading to Plan development:

- 137               - Prayer and corporate worship
- 138               - Preliminary discussion of Parish core values including: how individuals and organizations
- 139               develop values (roots); the difference between partners who have a strong congruence of
- 140               shared values with our Parish (base) and those who may only share certain values (allies);
- 141               the extent to which some organizations’ values may make it inappropriate to partner with
- 142               them even though we share some of the same values; and, how individual values within
- 143               the parish may have some elements of agreement but not all (we should be looking to
- 144               build on the areas of agreement.)
- 145               - Consideration of the Parish’s spheres of potential influence (from local to international),
- 146               and how the ranges of influence might differ from topic
- 147               - Analysis of existing Partners (See Attachment 2 )
- 148               - Analysis of potential future Partners (to include organizations and individuals who might
- 149               share a particular goal of our Parish if not our broader interests) (See Attachment 2), and
- 150               the extent to which values of a potential partner might diverge from ours while remaining a
- 151               viable partner
- 152               - Consideration of the extent to which the suggestions for implementation of each Objective
- 153               provided by the Team overlapped and how that might be addressed
- 154               - Discussion of technological and other tools (including social media, traditional media,
- 155               online funding and variants, website development, post cards/letters for non-computer
- 156               individuals) that might be facilitate different aspects of the Plan (See Attachment 3)
- 157               - Discussion of each Objective and tentative identification of tasks
- 158               - Discussion of Vestry dynamics including mutual support; attendance at Parish events;
- 159               “constituent” representation; wide publication of Vestry contact information; prayer for
- 160               each other “by name”
- 161               - Designation of the Registrar to also serve as the Prayer Warden for the Parish
- 162               - Potential modifications of the current Parish organization for maximum effectiveness

- 163 - Development of the Draft Plan
- 164 - Preliminary consideration of potential committee members
- 165 - Discussion of Vestry implementation and presentation to the Parish
- 166 - Development of a near-term timeline for the steps necessary to implement the Plan

## 167 **Key Aspects of the Draft Plan**

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169 Retreat participants developed a draft plan for formal Vestry consideration. (See  
170 Attachment 1)

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172 Key aspects of the Plan include:

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- 174 - Incorporating the intent of each Objective into unique aspects of the plan and specifying  
175 the essential sub-objectives (tasks) to be accomplished to achieve each Objective  
176
- 177 - Recognizing that the ideas provided by the Team for implementation of each Objective  
178 were often common to more than one Objective and identifying redundancy and ways one  
179 committee could support another  
180
- 181 - Incorporating existing parish organization to the fullest extent feasible  
182
- 183 - Considering the “Parish” to include not only “members” but also Friends of the Parish  
184 (People who find relationships with the Parish meaningful but do not wish to be members)  
185
- 186 - Adopting a consistent concept for committees/commissions in this way: Committees  
187 charged with direct responsibility for accomplishment of a Parish Objective will be known  
188 as “Commissions”; other committees will be known as “Committees”.
  - 189 ○ In doing this, it was understood that neither type was more important than  
190 another and all are essential to Objective accomplishment and parish life and  
191 business generally
  - 192 ○ Commission names were proposed to be descriptive of the respective Objectives  
193 and to suggest when a major shift responsibilities for it was occurring, compared to  
194 its predecessor entity
- 195
- 196 - Charging each Commission or Committee with:
  - 197 ○ Recruiting committee members, with Vestry assistance
  - 198 ○ Developing a committee plan to accomplish its specific responsibilities, to include  
199 milestones and measures of merit for its committee plan, as well as funding  
200 requirements and sources
  - 201 ○ Obtaining Vestry approval of its plan and funding proposals
  - 202 ○ Implementation of its plan with regular (usually monthly) reporting to the Vestry
  - 203 ○ Encouraging commitment to its tasks by a broad representation of the Parish
- 204
- 205 - All committee plans should consider that progress will need to be incremental, milestones  
206 should be prioritized and phased, and timelines may well need to extend into future years.  
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- 208 - Recognition of each committee chair/co-chair as a member of the Parish leadership team  
209 with an invitation to attend/participate in Vestry meetings

## 210 **Next Steps**

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212 Formal action by the Vestry on the draft Plan.

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214 **Begin Execution of the Plan:**

215 - Committee/Commission appointments

216 - Committee/Commission development of their respective plans Vestry approval

217 - Other near-time actions as set out in the Plan timeline

218 **Reporting to the Parish:**

219 - Results of Retreat

220 - Results of Vestry action

221 - Descriptions of individual opportunities and invitations to participate (with explanation of  
222 committee overlap avoidance)

223 - Description/schedule of future reporting plans

## 224 **Initial Implementation Timeline**

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227 2 March 2019, 11:00 (following Property Committee's Upper Parish Hall work party)

228 - Special Vestry meeting to discuss, modify as needed and approve Plan

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230 9 March, 10:00am – Training of Committee Chairs, prospective Chairs & other key people

231

232 12 March – Regular Vestry Meeting (Budget approval and preparing for first progress  
233 report to Parish)

234

235 17 March (during regular services) – Implementation Update to the Parish and Announcing  
236 Opportunity Fair

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238 31 March - Combined Worship Progress Report to Parish and Opportunity Fair  
239 ("competitive" signup for committees)

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241 7 April – First Commission/Committee Reports due to Vestry

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243 9 April – Regular Vestry Meeting (considering the initial committee reports)

244

245 19 May – Combined Worship Progress Report to Parish

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247 18 August - Combined Worship Progress Report to Parish

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249 3 November - Combined Worship Progress Report to Parish

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251 2 February 2020 – Parish Annual Meeting Review of Plan Execution To Date

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**Attachment 1      Vestry Plan to Accomplish  
Parish Strategic Objectives**

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# Plan to Accomplish All Saints Parish Strategic Parish Strategic Objectives 2019

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**Organization to Accomplish the Objectives** (Expanded Committee Descriptions and Tasks are on later pages.):

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Committees with primary responsibility for implementation of Strategic Objectives will be known as “Commissions”. They are:

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➤ **Worship Commission**

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Inspired by Objective: *“Develop a variety of worship (including liturgy, preaching, and music) that is adaptable and that nourishes a diverse parish.”*

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➤ **Parish Family Commission** (Former Inreach Committee with greatly broadened responsibilities)

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Inspired by Objective: *“Provide support and love to the entire parish family.”*

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➤ **Christian Formation Commission**

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Inspired by Objective: *“Create a dynamic, sustained, and accessible formation program for both children and adults.”*

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➤ **Living Our Values Commission**

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Inspired by Objectives: *“Create a wide network to welcome social diversity, breadth of thought, past parishioners, and varying levels of participation in our area of influence.”\_and “Become, as a parish, a high-profile leader in our area that will address issues of importance that will improve peoples’ lives.” And Objective: “Become, as a parish, a high-profile leader in our area that will address issues of importance that will improve peoples’ lives.”*

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➤ **Giving Back Commission** (Former “Outreach Committee)

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Inspired by Objective: *“Become, as a parish, a high-profile leader in our area that will address issues of importance that will improve peoples’ lives.”*

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➤ **Finance Commission**

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Inspired by Objective: *“Adopt a fiscal approach that realistically identifies the cost of an activity and the source of funds to accomplish it before committing, and explore alternatives to pledges/offerings, including: Partnering with other parishes/cost sharing; Establishing reasonable set fees for services and use of facilities; Enhancing use of targeted fundraising for specific programs.”*

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➤ **Connections Commission**

Inspired by Objective: *“Create a wide network to welcome social diversity, breadth of thought, past parishioners, and varying levels of participation in our area of influence.”*

Other Principal Committees are:

➤ **Property Committee**

➤ **Planned Giving Board**

➤ **Episcopal Church Women (ECW)**

➤ **Calvert Arts Festival Committee**

➤ **Cemetery Committee**

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**Methodology for Implementation of Objectives:**

The Vestry establishes committees and committee chairs/co-chairs. (Each Committee that does not have a Vestry-member chair will have a designated Vestry liaison to facilitate its activities.)

- Committee Chairs are recognized as essential members of the Parish leadership team.

The Vestry allocates specific responsibilities and authorities to the committees and establishes an overarching implementation timeline. (See this Report, p. 7)

The Chairs, with the assistance/approval of the Vestry, populate the committees with individuals representative of the Parish who have an interest in the committees' responsibilities and commitment to accomplishing them. (Where appropriate, committees include Friends of All Saints.)

Committees plan how to execute their respective responsibilities to include milestones (specific things to be accomplished and timing for them) and measures of merit (how they will know significant progress is happening) and report their plans to the Vestry for approval and authorizations as needed.

Committees execute their plans with the assistance of the Vestry and each other, providing update reports (See Attachment 9), monthly or as otherwise requested by the Vestry, to include whatever requests for assistance or change they need).

The Parish is provided regular updates on progress, to include an update at a combined worship service quarterly.

As needed, adjustments to the plans can be made, but the intention is to "stay the course" until the end of the calendar year, when a Parish review is to be accomplished and determinations are made regarding the following year (Beginning of 2021 to include the specific functions for calling a successor rector.)

Parish Leadership Team being "up front," available to parishioners, mutually supportive and engaged throughout.

Participants are set-up for success; recognized for it; and, we celebrate successes.

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## Allocation of Responsibilities Among Committees

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### **Worship Commission**

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Inspired by Objective: *“Develop a variety of worship (including liturgy, preaching, and music) that is adaptable and that nourishes a diverse parish.”*

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- Provide recommendations to the Rector and assist in implementing worship activities that provide a variety of worship and nourish a diverse parish.

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- Survey Members and Friends regarding worship preferences and suggestions and take those into account in developing worship activities (in coordination with the Connections Commission).

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- Visit other churches to observe worship alternatives.

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- Incorporate a representative of the Altar Guild into the Commission and coordinate with the Altar Guild.

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- Specific Objective Implementation Tasks:

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- Respect existing worship formats

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- Incorporate regular combined worship services (to include a leadership update to the Parish, quarterly)

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- Schedule monthly guest preachers to provide the Parish with a variety of styles and content that will inform the calling process

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- Develop enhanced use of music, particularly music in keeping with current styles

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- Incorporate exploratory forms of worship

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- Coordinate with affiliated churches to develop opportunities for shared worship.

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- Inform the Parish of the full scope of Worship opportunities, encourage wide participation in varieties of worship and respect for each other’s preferences.

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## **Parish Family Commission** (Former Inreach Committee with greatly broadened responsibilities)

Inspired by Objective: "Provide support and love to the entire parish family."

- Apply as a touchstone the second greatest commandment, "Love one another."
- Review and revise current membership lists.
  - o Note inactive members
  - o Create a "Friends of All Saints" list of individuals (affiliates who do not wish to be considered "Ordinary Members but participate in Parish activities)
  - o Create a "recent past members" list
  - o Update contact information to include email, text and postal mail information (and note individuals' preferred means of contact)
  - o Continually coordinate with the Connections Commission to maintain currency and ensure all listed persons receive Parish information
- Survey Members and Friends to determine preferences and suggestions for Parish fellowship activities, and for ways to care for individual parishioners (in coordination with the Connections Commission).
- Develop and execute a Fellowship program to include several and varied opportunities for members and Friends to gather socially.
  - o Coordinate with the Connections Commissions to ensure wide dissemination to Members and Friends.
- Given the proximity of major military installations, develop methods to reach out to them and invite participation (in coordination with the Connections Commission.)
- Coordinate with the Property Committee to make campus work events also social/community-building events.
- Develop a reliable methodology to ensure awareness of Members' and Friends' critical events and to offer/provide assistance
  - o Coordinate with the Prayer Circle
- Develop a reliable methodology to be aware of individuals who manifest interest in the Parish or its activities *by any means*, including visitors to the Parish for any reason, and to welcome, offer additional information and offer assistance (in coordination with the Connections Commission.)
  - o Consider technological/postal, "non-threatening" means of initial follow-up
  - o Inform the Parish about constructive ways to welcome visitors and personally engage prospective Members and Friends.
- Develop a menu of Parish-related activities, with descriptions and contact information to assist Members, Friends and newcomers in fulfilling their interests.
  - o Update regularly
- Develop a list of Parish-related, needs-based services available to Members, Friends and others, with descriptions and contact information.
  - o Update regularly
- Develop a proposed By-Laws amendment for the next Parish Meeting to account for and describe individuals who are Friends of All Saints.

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446 **Christian Formation Commission**

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Inspired by Objective: *“Create a dynamic, sustained, and accessible formation program for both children and adults.”*

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- **Nursery** – develop and execute a reliable, consistent nursery program that ensures anyone coming to church with an infant/toddler has a safe place to receive child-care during services that is consistent with Christian values.

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- **Sunday School** – develop and execute a safe reliable, consistent program for elementary grade children that provides age-appropriate Christian education in an appealing setting.

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- **Youth Programs** – continue to develop and expand programs for Youth that are safe, consistent with Christian values, provide alternatives to negative influences, and emphasize cooperation between other churches and high-value institutions.

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- **Adult Formation** – develop and execute an adult education program that provides regular, consistent programming in conjunction with Sunday worship schedules and at other times.

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- o Incorporate guest leaders of segments of several-weeks’ duration and consider cooperation/interchange with other churches

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- o Include monthly Sunday discussions of the lectionary texts for that day and an exchange of views additional to or consistent with the sermon content

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- Invite Broadview Baptist Church to designate a co-chair for particular emphasis on Youth Programs

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Coordinate with the Rector.

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## Living Our Values Commission

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Inspired by Objective: “Create a wide network to welcome social diversity, breadth of thought, past parishioners, and varying levels of participation in our area of influence.” and “Become, as a parish, a high-profile leader in our area that will address issues of importance that will improve peoples’ lives.” And Objective: “Become, as a parish, a high-profile leader in our area that will address issues of importance that will improve peoples’ lives.”

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- Take as a touchstone, the song, “They’ll know we are Christians by our love.” (der. John 13:35)

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- Prepare and execute a Parish-wide discussion led by a well-qualified external facilitator to:
  - o Identify parishioner-shared Christian values
  - o Correlate these values to specific, current societal issues
  - o Identify which of these currently have such a consensus that, *as a Parish*, we would be willing to act on them in public in the name of All Saints
    - To the extent that a consensus may not exist regarding the full scope of an issue, consider whether there is a subset of that issue that achieves consensus
  - o Note: It is understood that a Parish-consensus list of actionable values may be considerably narrower than many individuals may want, however it is also understood that:
    - The lack of consensus in no way constrains individual parishioners from acting in their personal capacities
    - And, this is a process that will evolve and will always need to incorporate respect across the broader Parish community

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- Survey Members and Friends to identify organizations in which they are involved.

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- Anticipate potential events that could arise regarding the consensus issues identified by the Parish and *develop* a menu of potential responses that could be employed by the Parish to address the consensus issues in a high-profile, constructive way.
  - o Take into account the nature of the current “24-hour news cycle” where responses occurring later than 24 hours are often without effect
  - o Develop criteria to assess whether information that might precipitate a parish response is sufficiently reliable to act upon it
  - o Coordinate with the Connections Commission in doing this to consider technological tools that may be available

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- *Prepare* the mechanisms that may be required to give effect to the range of foreseen Parish responses

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- Coordinate with potential partners that may be interested in joining the Parish in responding to specific Parish-consensus events/issues and obtain contact information that would permit effective coordination in a short time-frame

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- *Execute* Parish responses to events in the community as circumstances warrant.

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Consider and recommend to the Vestry other ways the Parish might act as a high-profile leader to improve peoples’ lives in our area.

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## **Giving Back Commission** (Former “Outreach Committee)

Inspired by Objective: “Become, as a parish, a high-profile leader in our area that will address issues of importance that will improve peoples’ lives.”

Background: for decades All Saints Parish has committed to sharing a tithe of its total income to give to the benefit of non-parishioners in need as an expression of Christ’s love for others. This Commission gives effect to that fiscal outreach intention. It is an important part of addressing issues in our area to improve peoples’ lives.

- Include as members of the Commission the individuals who head up key aspects of annual outreach projects (e.g., Breakfast, Angel Tree, Food Pantry Collections, Heartfelt)
- Invite parishioner ideas about outreach beneficiaries and execution
- Annually develop recommendations to the Vestry of charitable organizations to receive a portion of our tithe and the recommended amounts for each organization (to be considered for part of the Parish Budget)
  - o Include in this recommendation an amount for “Direct Assistance” to provide a fund for assistance to individuals in need
  - o Coordinate with the Treasurer and the Finance Commission during the Vestry budgeting process to determine the projected tithe based on projected total income
  - o In developing the recommendations to the Vestry, consult with the Calvert Arts Festival Committee to determine whether inclusion of certain beneficiaries may help promote the overall success of the Festival.
- Plan and prepare fund-raising activities for outreach purposes to augment other Parish income (in coordination with the Finance and Connections Commissions) (Examples: Outreach Breakfast; Calvert Arts Festival; individual donations for Thanksgiving and Christmas baskets; donations by Parish-affiliated organizations and social groups; grants)
- Plan and prepare opportunities for Members and Friends to participate in charitable activities, such as: Angel Tree; Christmas in April; Food Pantries; Heartfelt, Holiday baskets.
- Plan and prepare to administer direct assistance to individuals, coordinating with the Treasurer, Rector (as to the Discretionary Fund) and outside assistance organizations to avoid waste of resources and to shape individual assistance for maximum benefit.
- Execute the outreach program in coordination with the Treasurer and the Finance Commission.
- In executing the outreach program, identify appropriate opportunities to inform the community of the program to increase outside interest and participation. Coordinate with the Connections Commission to accomplish this.

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## Finance Commission

Inspired by Objective: *“Adopt a fiscal approach that realistically identifies the cost of an activity and the source of funds to accomplish it before committing, and explore alternatives to pledges/offerings, including: Partnering with other parishes/cost sharing; Establishing reasonable set fees for services and use of facilities; Enhancing use of targeted fundraising for specific programs.”*

- Give full effect to the standing Vestry Resolution Regarding Responsibilities and Authorities of the Parish Finance Commission (Attachment 6)
- Apply the standing Vestry “Strategic Finance Committee Concepts” (Attachment 8)
- Advise the Vestry, with particular emphasis on:
  - Assisting the Vestry with executing a balanced budget annually, including use of an allocation-of-funds process to limit expenditures within the budget to quarterly increments to allow the Vestry the latitude to adjust the budget as needed throughout the year
  - Developing adequate, reliable revenue streams to support Parish programs (in lieu of budget cuts that may inhibit ministry) whenever possible
- Coordinate with other committees to assist them with resource development, including targeted funding for specific projects.
- In coordination with the Treasurer, ensure that the Vestry consistently appreciates the current financial standing of the Parish.
- Whenever feasible, partner with other Parishes and organizations to achieve cost-sharing that is beneficial to each.
- Coordinate with the Property Committee to establish a “Campus Manager” position and assist that manager in developing Vestry-approved means to:
  - Maximize revenue-generating use of Parish facilities, including a tiered fee-schedule addressing distinctions between Parishioner use, Charitable uses, and non-Charitable uses
  - Implement use-agreements and rules for facility use, with forfeitable deposits where appropriate
  - Accomplish post-use checks to insure compliance with requirements and when deposit forfeiture may be appropriate
  - Effectively Schedule all facility use to minimize inconvenience for multiple users
- Coordinate with the Planned Giving Board (PGB) to help ensure effective and appropriate use of the resources under their control.



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## Connections Commission

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Inspired by Objective: *“Create a wide network to welcome social diversity, breadth of thought, past parishioners, and varying levels of participation in our area of influence.”*

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- Coordinate with all Parish committees to:
  - o Assist their respective communications, information-gathering and technological funding-development requirements
  - o Deconflict and maximize the effectiveness of their respective communications
  - o Achieve optimal shared use of our campus, including derivative income streams
  - o Develop and maintain awareness of their respective activities and assist the Wardens and Vestry in coordination of Parish life

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- Develop extensive, versatile, cost-effective communications options to:
  - o Fully and expeditiously inform Parishioners and Friends,
    - Including individuals who do not use computers
  - o Expeditiously and effectively connect to external Partners and other affiliates
  - o Communicate with media and the public

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- Make optimal use of our historic building and unique campus to attract interest in the Parish generally, sharing of our facilities by other faith groups and organizations, and generation of income streams for the Parish
  - o Coordinate with the County tourism entities

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- Develop survey methods that are cost-effective, simple and analytically-capable to obtain the views of Members, Friends and other affiliates

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- Develop an advanced social-media program to inform and attract wide-ranging interest in Parish activities

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- Develop a sophisticated web-site that can attract activity/issue-based interest, make use of drop-down menus to improve information dissemination, and interface with FaceBook users

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- Develop/enhance printed information that tells our story and intentions and invites the interest and participation of others, to be available to the public in our buildings and at public gatherings

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- Facilitate fundraising from Members, Friends and other sources by developing cost-effective computer/internet-based methods (including targeted funding methodologies appealing to individual interests)

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- Enhance use of periodic communications to affiliates, to include newsletters and topical letters, to inform and garner support for Parish initiatives

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- Improve Campus signage, considering electronically-enabled activities programming

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- Develop opportunities for the Parish to be present at public gatherings and promote public awareness of the Parish and invite participation in its activities

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Coordinate with the Parish Secretary

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## Property Committee

Under the leadership of the Property Warden, the Committee is responsible for assisting the Vestry to ensure that Parish facilities can appropriately support all the activities of the Parish, including income-generation.

- (In coordination with the Finance Commission) establish a “Campus Manager” position and assist that manager in providing the Vestry with a plan to:
  - Maximize revenue-generating use of Parish facilities, including a tiered fee-schedule addressing distinctions between Parishioner use, Charitable uses, and non-Charitable uses
  - Implement use-agreements and rules for facility use, with forfeitable deposits where appropriate
  - Accomplish post-use checks to insure compliance with requirements and when deposit forfeiture may be appropriate
  - Effectively Schedule all facility use to minimize inconvenience for multiple users
- Accomplish routine maintenance and cleaning of Parish facilities, including:
  - Recruitment and organization of volunteers to assist on an ongoing basis and for specific needs or projects
  - Hire contract cleaning services and accomplish regular checks to insure compliance with contract requirements
- Develop a comprehensive maintenance plan.
- Develop a capital-needs plan.
- Respond to Vestry requests for advice concerning the physical facilities
- Prepare budget recommendations to be provided to the Treasurer
- Prepare estimates for major repairs and recommendations to the Vestry concerning them.

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723 **Planned Giving Board (PGB)**

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725 The Board is responsible for:

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- Advising the Vestry regarding the receipt and disposition of gifts to the Parish.

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- Managing endowment funds established for long-term benefits to the ministries of the Parish, and for major capital improvements to Parish facilities.

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- Informing potential end-of-life donors of the Parish processes to facilitate and receive gifts and to ensure their use as directed by the donors. These may include but are not limited to one-time gifts, bequests, insurance benefits, and 401K distributions.

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- o The PGB assists with information concerning financial advisers and attorneys who may be of help to prospective donors.

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- o When appropriate and with sensitivity, the Board invites individuals to become members of the Legacy Society by pledging such gifts. The PGB facilitates Parish and Diocesan recognition, as desired.

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741 The Board:

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- Gives full effect to the standing Vestry Resolution Regarding Planned Giving and Disposition of Gifts to the Parish (Attachment 7)

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- Coordinates with the Finance Commission as necessary to ensure effective and appropriate use of the resources under PGB control.

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749 **Episcopal Church Women (ECW)**

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751 The ECW is a semi-autonomous organization of the Parish with a focus on enhancing the  
752 quality of Parish life. Their assistance to the Parish includes:

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- Hosting and managing special activities such as coffees, receptions, a Christmas Market and yard sales.

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- Improvement of kitchen facilities

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- Assistance to organizations and individuals

758 The ECW:

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- Raises and distributes funds through and for its activities

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- Provides the Parish Treasurer with a monthly financial report

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- As feasible, donates to the Parish Budget

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- May designate an ECW member to serve as a member of the Finance Commission

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- May designate an ECW member to serve as a member of the Parish Family Commission

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769 **Calvert Arts Festival Committee**

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771 Under the auspices and oversight of the Vestry, the Calvert Arts Festival Committee  
772 organizes and manages an annual Festival on the Parish campus, with the proceeds being  
773 allocated to Parish purposes designated by the Vestry. In recent years those proceeds  
774 have been designated for charitable purposes, in coordination with the Outreach  
775 Committee (re-designated Giving Back Commission).

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777 The Committee optimizes use of the Festival as a means of raising the public profile of the  
778 Parish and increasing interest in its activities.

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780 The Committee coordinates with all other Parish committees necessary for a successful  
781 Festival, particularly the Connections Commission.

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783 The Committee maintains extensive operational and historical materials regarding  
784 execution of its responsibilities in electronic and paper form.

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787 **Cemetery Committee**

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789 The Cemetery Committee assists the Vestry in management of cemetery plots and making  
790 them available to individuals.

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792 The Cemetery Committee:

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- 794 - Recommends Regulations concerning the Parish Cemetery to the Vestry, and upon  
795 approval gives them effect. (See Attachment 10 )
- 796 - Annually invites plot-holders to contribute to the maintenance of the Cemetery
- 797 - Make annual budget recommendations to the Treasurer concerning the Cemetery
- 798 - In coordination with the Treasurer, applies budgeted funds for the upkeep of the  
799 Cemetery.
- 800 - Develop information about the cemetery and those buried there and, with the Connections  
801 Commission, make this information available to the public
- 802 - In coordination with the Property Committee ensure that the Cemetery is well cared for  
803 and presents a positive impression

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During Retreat Discussions the following organizations and individuals were identified as current partners in our Parish activities, or potential partners for the future:

#### Faith Partners

- St. Paul's Church/Prince Frederick (Reading Camp Partner)
- Jesus the Good Shepherd (Safe Nights Partner)
- Broadview Baptist (Liturgical/Youth Partner)
- Church of Latter-Day Saints
- Lighthouse Seventh Day Adventist Church
- Daughters of Abraham
- Southern Maryland Islamic Center
- Regional Council
- Diocese of Maryland
- Jewish Fellowship
- Interfaith Council of Calvert County
- Bible Study Groups
- Community Ministries of Calvert County
- Knitters Group
- 325 Commission
- Calvert County Food Pantries
- Heart F.E.L.T.
- Project ECHO
- OurCommonCalvert (County-wide Youth)
- Legacy Society of All Saints

#### Public Partners

- State Legislator
- Highland School
- Calvert Council

- So. Maryland Counseling Center
- Calvert County Health Center
- Children's Youth Collaborative of Calvert County
- Teen Suicide Prevention
- Mediation Center
- Reading Camp of Calvert County
- Board of County Commissioners
- Calvert County Public Library
- Owners of properties for our signage
- Public Schools of Calvert County
- Oxford House
- NAACP
- Concerned Black Men/Women of Calvert County
- Puerto Rico Mission Trip
- Calvert County Board of Education
- United Way
- AA
- Closing the Gap Coalition
- American Chestnut Land Trust
- Descendants of AS Historic Families
- Optimists/Rotary Clubs
- Users of Parish Hall
- Masons
- Environmental Groups
- Relay for Life Team
- Arts Festival Patrons
- Concert Performers and Patrons
- Pipe & Port
- Les Femmes
- Safe Nights
- Christmas in April
- Angel Tree
- Habitat for Humanity
- Scouts
- So. County Musicians
- Patuxent Voices
- PSCC Drama Students
- "Elie's" Theatre group
- Asbury
- History Enthusiasts
- 4-H
- Southern Maryland Community College
- Local small businesses
- Historical Society of Calvert County
- Tourism Bureau of Calvert County
- Master Gardeners
- Calvert County Garden Club
- Project Spudnik
- Cemetery plot owners

#### Social Partners

- Les Saints du Vine
- Scorpion Brewing (Monthly Pub Trivia)
- Labyrinth Walkers
- Hiking Group
- Arts Festival Vendors
- PFLAG of Southern Maryland (Parents & Friends of Lesbian & Gays)
- Ellie's Theater Group

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## Attachment 3

## Technology & Other Multipliers

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During Retreat Discussions the following technologies and other tools were identified as having potential utility in making connections between parishioners, between the Parish and partners, or in facilitating Parish goals in other ways. rs in our Parish activities, or potential partners for the future:

### Host/Support

- More annual musical events
- More historical events
- More conversations with our current partners
- Support our current partners' events
- Host a chili cook-off
- Trainings (CPR)
- Cooking Classes
- Celebrity Roast
- "Flash" Worship Event (Pop-up church)
- Adopt-A-Highway
- Adopt-The-Bay
- Table at Farmer's Market
- Booth at County Fair (Procure a Portable Booth Display)
- Community Resources Fair
- Table at Anne-Marie Gardens Halloween Event
- All Saints Road Team
- All Saints car for the Road Rally
- Float/march in local parades

### Create

- Softball League
- Senior Activities
- Community Vestry of local parishes
  - Regional Deacon
- Overnight prayer conference
- Rapid Response Faith Team
- Twitter/Instagram accounts
- Electronic signage for campus to promote events/services
- Become Lyft/Uber drivers
- Annual Golf Tournament
- Letters to the Editor
- Representation at every meeting of
  - BOCC
  - BOE
  - IAC
  - PFLAG
  - Local/State Public Mtgs
- Youth Organizer Position
- Public Relations Position

### Improve

- Social media exposure:
  - Live Events
  - Worship
  - Forums
  - Zoom Mtgs
  - Personal Invitations
- Signage for church/events
- Diocesan communication about our events
- Expand OurCommonCalvert
- Work with local schools
- Improve Facebook and Website
  - "Donate" button for target donations
  - Upgrade platform to allow searches by key words
  - Youth needing service work hours could provide work on website

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## **Attachments 4 - 10**

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**Atch 4 Report of Strategic Objectives Team**

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**Atch 5 Vestry Retreat Agenda**

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**Atch 6 Vestry Resolution, Finance Commission**

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**Atch 7 Vestry Resolution, Planned Giving**

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**Atch 8 Strategic Finance Concepts**

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**Atch 9 Committee Report Format**

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**Atch 10 Cemetery Regulations**

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(Attachments 4 – 10 are electronic files available through the Parish Office.)

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