

All Saints Parish, Sunderland, Maryland
Loving Our Neighbors

Record of the Annual Meeting, February 7th, 2021

Including:

Parish Meeting Record

Vestry Report 2021 with Observations and
Recommendations

Reports of Committees and Commissions for 2020

Parish Core Values

Principal Mission Concept

Allocation of Parish Strategic Objectives Among
Committees and Commissions

February 7, 2021

ALL SAINTS 2021 ANNUAL PARISH MEETING RECORD

The Annual Parish Meeting of All Saints Parish, Sunderland, Maryland, began at 9:30 AM, February 7, 2020, via Zoom (due to the continuing COVID-19 pandemic.) The business of the meeting was interwoven with the liturgical elements of the Worship Service, as shown in the attached Bulletin. The meeting was closed with a corporate Eucharist. Fifty-nine people were in attendance. Throughout the Service a wide variety of music was provided through the good offices of the Choir Director, Deb Watson, and included performances by parishioners as well as other recorded music.

This meeting concluded “Year 2” of a three-year strategic plan towards becoming what we believe our Lord would want us to be, and to prepare to call a Rector. Year 3, begun by this meeting, includes an integrated search process, approved by our Bishop, to Call Father Ken Phelps’ successor and have that priest in place by the end of the year.

The Parish had been previously provided with “All Saints Vestry Report 2021”, attached. The observations of the Vestry regarding the progress of the Parish during 2020 were recounted in that Report and it was reviewed by the Senior Warden, Kip At Lee, with particular note of the remarkable execution of planned activities despite the pandemic, parishioners finding creative ways to meet our goals and to take care of others, regardless.

Father Ken Phelps, Rector, and Deacon Lisa Siciliano jointly provided the Sermon, both focusing on the accomplishments of the Parish and its bright future of service to the community, building on our unique circumstances as an historic parish, and in partnership with other churches and organizations.

The Junior Warden and Chair of the Finance Commission, Patrick Herlihy, and the Treasurer, Steve Watson, referring to financial reports previously provided to the Parish, gave an overview of the Parish’s financial performance in 2020, noting particularly the successful execution of a balanced budget, as well as exceptional fundraising and generosity in support of charitable organizations and individuals harmed by the pandemic. They related that for the first time since 1993 the Parish had completely eliminated the results of previous budget shortfalls. They reviewed the Vestry-adopted Budget for 2021 which focused on continuing the positive financial performance of the Parish, continuing the emphasis on serving our neighbors, funding the Calling process for Father Ken’s successor, as well as initiation of the new Principal Mission.

The Chair of the Nominations Committee, Barbara Brown, reported their nomination of Glenn Iona to serve on the Vestry. (Delegate positions were already filled.) The Senior Warden expressed the thanks of the Parish for the fine, dedicated work of outgoing Vestry members, Tom Hyde, Barbara Brown and Patrick Herlihy. Father Ken offered a prayer of blessing and thanksgiving for their work.

After an invitation for nominations from the floor and receiving none, Glenn Iona was elected to the Vestry by acclamation.

Father Ken announced the designation of Filo Blake as Property Warden, subject to the concurrence of the Vestry.

The Program Warden, Deb Shupe, provided an overview of the Reports of the Commissions and Committees (attached) and their broad accomplishments under difficult circumstances. She expressed the appreciation of the Parish for their unstinting work.

Nate Pope provided a report of the newly established Housing Commission with an overview of their task to establish a charitable corporation to address social inequities by creating pleasant, self-sustaining, environmentally appropriate, multiple-use housing in our County that can lead to home-ownership and other positive life transitions. They intend to evolve a prototype that can be replicated throughout the country. (See the Housing Commission description attachment to the Vestry Report.)

The Senior Warden reviewed the general elements of the process for calling a Rector, the particular process to be used by All Saints with the Bishop's approval, and he announced the Calling Committee appointed by the Vestry: Hope Sayles, Steve Watson, Martha Hyde, Erryn Fleming, and Sherrill Munn.

The Recommendations of the Vestry to the Parish for 2021, previously provided to parishioners in the Vestry Report, were reviewed seriatim with opportunity for discussion of each. Following motion and second to accept the Recommendations and further opportunity for discussion, they were approved without exception.

During Open Discussion, various expressions of appreciation were made by parishioners for the service of many individuals and organizations.

The business of the Parish Meeting was adjourned by acclamation. The Annual meeting closed at 11:45 AM with "Eucharist for the Willing," it having been made clear that meeting participants were free to leave before the Eucharist. Most participants stayed and participated in this Celebration.

Respectfully Submitted,



Kip At Lee
Senior Warden

Attachments (as previously stated):

- The Bulletin (containing order of worship, certain reports, nominations for office, proposed amendments to the Bylaws
- All Saints Vestry Report 2021 with Strategic Plan Observations and Recommendations, including:
 - Reports of the Commissions and Committees of All Saints on Their Work in 2020
 - Parish Core Values
 - Principal Mission Concept
 - Allocation of Parish Strategic Objectives among the Committees and Commissions

All Saints Vestry Report 2021

Strategic Plan Observations and Recommendations From the Vestry Retreat 2021

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Background

All Saints Parish began a three-year Strategic process at the start of 2019. It has been intended to help us come closer to what we believe God wants us to be, address Parish challenges and opportunities, and to prepare us to call a Rector for the Parish effective December 24th, 2021, as Father Ken+ retires. Integral to this process has been adoption of Parish Core Values¹, specific Strategic Objectives, allocation of those Objectives among Commissions and Committees², and frequent reviews of performance. This begins our third year of execution which will include, as approved by our Bishop, an integrated Rector Search process. This Report will be considered and acted upon by the Parish at our Annual Parish Meeting, February 7, 2021, as will reports from all committees about their accomplishments during the past year.³

To prepare for each year, the Vestry⁴ has met in Retreat to consider our present circumstances, assess our progress, and make recommendations to the Parish. This Report has come out of the Vestry's third Retreat for this purpose, held on January 9, 2021 via Zoom.^{5 6}

This Report will form a substantial part of our Parish Profile which will be prepared to help prospective clergy understand our direction and consider whether she or he might be an appropriate match for All Saints.

The two previous Vestry reports are cross referenced in the list of attachments.

¹ See Attachment 1 to this Report.

² The Parish uses both "Commissions" and "Committees" in its organizational structure. This report uses the term "committee" to refer to both. The allocation of Strategic Objectives is at Attachment 3.

³ The changes to the plan and related matters that are adopted by the Parish at the Annual Meeting will be integrated into revised versions of the Attachments, as will the Commission/Committee Reports for the Annual Meeting. As revised and supplemented, this Report should then be up to date as of February 2021 and a comprehensive source of information. The updated versions of the attachments will be marked "Revised Feb. 7, 2021".

⁴ In this report, the term "Vestry" is used in its broadest sense to include the Rector, Officers, voting members, and individuals who have agreed to stand for election to the Vestry.

⁵ See the Retreat Agenda at Attachment 4.

⁶ Expenses for the retreat were paid by individuals attending.

Vestry Observations About Parish Progress

The Vestry considered the state of the Parish from different perspectives: our Parish Core Values, review of the Parish objectives as they had been allocated among different Commissions and Committees for 2020⁷, observations and recommendations made by the Vestry the preceding year (testing them for current validity), and a summary of specific Objective areas identified earlier in the year for closer attention .

The Vestry developed the following observations about our Parish progress in 2020:

- The arrival of the **COVID-19 Pandemic** presented remarkable and unexpected challenges but despite this, Parish programming has continued almost without interruption, with only changes necessary to accommodate the circumstances. The Vestry noted that the determination to continue to serve, to manifest our faith by works, and flexibility of the Parish had converted the tag line “Loving Our Neighbors” adopted earlier in the year to an “action phrase.” Collectively, “We handled it!”
- The **Strategic Objectives** for this year have been substantially realized, and most objectives have continuing effect into 2021. During the year, some committees determined it would be best to defer initiation of certain objectives into 2021 to allow them to focus on more pressing objectives. In those few cases, their determinations had been reported to, and concurred in, by the Vestry. We note, however, that we are now beginning the last year agreed by all of us in which to complete our objectives.
- Our review and consideration of the events of 2020 indicates **Our Parish Core Values** should be reaffirmed after modifying the last sentence to read: “Promote peace, healing of divisions, dignity and respect for all.”
- **Our Parish’s Dedication to the Mission of Caring for Others** stepped up significantly through the process led by the Living Our Values Commission to choose a principal mission (over and above our ongoing missions (e.g., Giving Back, Oxford House, Community Ministries of Calvert County, HeartFELT, Safe Nights, Meals on Wheels, Spudnick, Project ECHO, Youth Advocacy, Community Issue Engagement....). The Selection by the Parish of a **Principal Mission** to address Housing needs, and beginning it through appointment of a Parish Housing Commission, is consistent with our traditions, yet going to the next level of service to others.⁸
 - o In the Calling process for Father Ken’s successor, we should take into consideration the need for experience and skills related to the principal mission, or for alternative arrangements if the person to be Called to be Rector does not bring such skills.
- **Financially**, we have continued to meet our commitment to “operate in the black”, thanks to fiscal discipline, the work of the Finance Commission and the Treasurer, and – most importantly -- the excellent follow-through by parishioners on pledges and other financial commitments.

⁷ See Attachment 3 to this Report.

⁸ The Parish Core Values are at Attachment 1.

- In addition to meeting all ongoing commitments, and the heightened needs of others during the pandemic, the Parish has completely eliminated a negative fund balance that has existed for more than 20 years.
- The generosity of Parishioners and Friends of All Saints to support to our community in very difficult times has been extraordinary, to include the substitution of an astoundingly successful and imaginative fund raiser for charities supported by the Parish, in lieu of our customary Calvert Arts Festival. During the year, the Vestry adopted “Loving Our Neighbors” as a Parish descriptive “tag line”. During the Retreat it was observed that the determination and flexibility of the Parish had turned this tag line into an action phrase.
- Overall, the **Commission/Committee process** is working very well, thanks to their members and dedicated Chairs and Co-Chairs.
 - Committee Chairs and Co-Chairs have continued as indispensable members of Parish Leadership, and the committees have continued as social and mutual support groups in addition to their mission purposes.
 - The transition from regular “All Chair” meetings to meetings on as as-needed basis has worked.
 - The interchange between the committees and the Vestry is solid, due in large part to the monthly reports of the committees and the Vestry review and responses to those. The principle of delegating responsibility and authority (including in appropriate cases fiscal authority) to the committees is working well.
 - Some committees need additional support from the Vestry and Parish (see Recommendations later).
 - The Commission/Committee process would be enhanced by providing consistent “up front” training for Chairs and Co-Chairs as they change, aimed at sharing “lessons learned” and making their jobs easier.
- Our focus during the year to better **balance our efforts between service to the broader community, and service to our Parish family** has been successful, thanks in large part to the work of the Parish Family Commission.
- The **Worship life** of the Parish has, in many ways, been enriched by the Parish response to the pandemic. Thanks to the Worship Commission, Music Director, and the Rector, this has been particularly so with the music ministry as it has incorporated live, locally recorded, and online music opportunities. To better equip all of us to be more discerning in selection of a new Rector, it is important that we provide regular, additional opportunities this year for parishioners to experience diverse preaching and worship styles in our services, as well as by participating in joint community services and online.
- We must not lose the unanticipated **Benefits of Hybrid Worship and Activities** we have learned from responding to the pandemic. We should capture and steadily improve on our abilities to combine in-person and electronic worship and fellowship to make All Saints programs ever-more inclusive, and to provide “access ramps” to the Parish that may begin online and lead individuals to substantial in person participation.

- We should provide for substantial upgrades of equipment and skills to ensure that whether parishioners join online or in-person, they are fully aware of each other and both elements of the congregation are fully integrated into each activity.
 - In the Calling process for Father Ken's successor, we should take into consideration the need for such skills in candidates, or for alternative arrangements if the person to be Called to be Rector does not bring such skills.
- We have continued to include **"Friends of All Saints"** in committees and other work of the Parish; this should be further developed, as should sharing programs and program costs with other faith communities.
- The greater sense of **appreciation of each other** observed last year has continued to grow and particularly among parishioners who traditionally attend different services.
- That said, we can still do better in joyfully recognizing and celebrating the many contributions of parishioners.
 - The pandemic resulted in combining all parishioners via Zoom to good effect, but contrary to our intention at the beginning of the year to have fewer combined Services! When we reinstitute services at different hours, **combined in-person services** that include updates on the work of the Parish, limited to a couple times a year, would still be wise (in part because changes in hours seem to reduce net attendance and offerings.) Spreading committee update reports across the year at regular services would facilitate this.
- The **substantial improvement in information flow** within the Parish and to the community, observed last year has continued, thanks in large part to the Connections Commission. The initiation of a splendid new Website is a major contribution to this. The increased attention given to mailing materials to individuals not comfortable with electronic communications, as well as weekly calls organized by the Parish Family Commission has been very much appreciated.
- Recent revisions to the newsletter and parish-wide emailing processes, as well as clarification of the responsibilities of the Parish Office and the Connections Commission have been helpful. However, significant emphasis on individuals getting timely and complete information about activities to them is still needed.
- While the **Living Our Values Commission** has been invaluable in leading us to a Principal Mission (see above), it is now appropriate to again modify their objectives now to focus on our Parish Values and timely involvement of the Parish in community issues related to those values.
- While making progress, we remain a Parish **demographically tilted towards older people and non-minorities**. We still need to improve ways to better understand the needs of those who are underrepresented, and to better serve a broader spectrum of the community. This is crucial to our future of service.
- Our historic church -- built by enslaved people who also worshipped here, and then founded many of neighbor, historically black congregations after emancipation -- provides a God-given center-point for this whose potential should be maximized.

- We have a strong foundation on which to build further. Our past and ongoing work make “a good start” that should be nurtured: involvement with the local NAACP Chapter, programs with sister-churches that share our roots, programs emphasizing the need for reconciliation, our presentation of an evening with Frederick Douglas, our programmatic collaboration on Youth Advocacy and Our Common issues, and our public calls for more transparent and equitable policing – to include creation of a Sheriff’s Citizen Advisory Board.
- While parishioners are largely committed and engaged now, we need to continue emphasis on developing “**succession plans**” for parish leadership, parishioners, and Friends of All Saints.
- Pandemic conditions and reliance on Zoom can make application of the “**Plus One**” **approach easier** since it is less awkward to invite a person to join us electronically than otherwise. Continuing “hybrid” (Zoom and in-person) activities will preserve this advantage and provide individuals with the opportunity to simply transition from one mode to another.
- We have continued to be successful in applying our **operating concepts**: get two or three objective-related benefits out of every activity (“**two-fer/three-fer**”); don’t expect or wait for perfection, get on with it (“the 80% solution”); maximize the involvement of other people’s time (“**OPT**”) and other people’s money (“**OPM**”).
 - We should continue along these lines and continue to “prioritize when it can’t all be done now.”
- Similarly, we have been successful with the concept of “**Targeted Funding**” (letting people know what cannot be funded out of budget and inviting “at will” funding); we should continue to seek “**Targeted Peopling**” (more aggressively seeking people beyond our parishioners to populate human requirements.) (See the opportunities in the new Principal Mission on Housing.)
- **Christian Formation programs** have had uneven successes. The Sunday School program has maintained rich opportunities for children, integrating new *bit emoji* techniques with online activities, and delivery of “care packages” to children. In the latter part of the year, Adult Formation opportunities have grown with a focus on integration of video lectures with online discussion. Youth activities and plans have been significantly reduced by the pandemic. However, despite the reduction in opportunities for in-person participation, the youth Spudnick garden project produced record fresh food donations to food pantries. And, the Puerto Rico Mission has transformed itself into an activity providing food for people who would otherwise go hungry, particularly those who might have difficulties because of their immigration status.
- Encouraged by the **Campus Use Coordinator team**, we have used closure of our buildings as an opportunity to improve our facilities, readying them for expanded opportunities to realize income from their use by others. This, combined with our resolve to optimize the attraction of our Historic Campus, should not only assist with revenues, but also with general involvement with the broader community.
- While there have been admirable accomplishments in **maintaining and improving our campus**, we have not yet achieved our objective of a property organizational structure that not only deals with exigencies, but consistently looks at and plans for future requirements.

- Overall – despite all odds – it has been “a very good year” for continuing to prepare ourselves **to be what we believe God wants us to be**. We look forward to “Year-Three” of our deliberate journey towards being that Parish, and calling Father Ken’s successor to join us on our road.

Vestry Recommendations to the Parish for 2021

- **Stay the course on the Strategic Plan**, to include the concepts and methods discussed in the Vestry Observations, above.
- **Continue the fiscal approach of Years One and Two.**
- **Reaffirm our Parish Core Values after modifying** the last sentence of the first numbered paragraph to read: “Promote peace, healing of divisions, dignity and respect for all.”
- **Follow-through on the new Principal Mission for Housing** by supporting the newly appointed Parish “Housing Commission” in establishing, funding, and populating a Charitable 501(c)(3) Corporate structure to refine and move the draft concept forward.⁹
- **Continue with the Calling process** to call Father Ken’s successor to be in place to co-celebrate the Christmas Eve 2021 Service with Father Ken and then serve as Rector. Include in this comprehensive process attention to the need for experience and skills related to the principal housing mission and to hybrid in-person and online worship/activities, or alternative arrangements if the person to be Called to be Rector does not bring such skills.
- **Continue to benefit from the lessons learned during the pandemic about the potential of hybrid online and in-person worship and activities.**
 - o Focus additional attention and resources to make the most of this hybrid potential, to include fully integrating in-person and online participants .
 - o Explore ways to continue and incorporate the technical benefits of online Worship and music into hybrid worship forms.
 - o Increase attention on regular incorporation of diverse preaching and worship styles, including doing so by technical means and participation in joint worship opportunities.
- **Update the Living Our Values Commission objectives** by deleting from the current objectives statement all matters following “Execute Parish responses to events in the community as circumstances warrant” [i.e., deleting references to tasks relating to selection of a Principal Mission] and substituting:
 - o “Liaise with the Housing Commission and its successor charitable corporation to help ensure an effective transition from exploration of a potential Principal Mission to making the Housing Principal Mission a reality.”
 - o Explore ways to better understand the needs of those who are underrepresented at All Saints, and how we can work to serve a broader spectrum of the community. Consider catalyzing programs and activities that maximize the God-given potential of our historic church that was built by enslaved people who also worshipped here and then became the founders of our neighbor churches.

⁹ The Draft Principal Mission Housing Concept is at Attachment 4.

- Consider dedicating our church as a memorial to those enslaved people who labored and worshiped there and then spread the Gospel more widely, and those who continued this story.
- Consider opportunities to this end that may be provided by the Diocese.
- **Continue to encourage and support the work of the Parish Family Commission** balancing our efforts between service to the broader community, and service to our Parish family, to help parishioners stay connected and aware of each other's needs in these pandemic conditions, and to recognize and celebrate the contributions of individuals.
- **Focus more attention on succession planning** to ensure effective All Saints leadership in the future, as well as incorporation of individuals into present and future programs. This should include:
 - Each Committee and Commission including this in their strategic plans
 - Up-front training for Committee Chairs and Co-Chairs as changes are made;
 - Increased emphasis on the "Plus One" concept of encouraging parishioners to invite a friend or acquaintance to join them in a Parish activity, especially through Zoom.
- **Reconstitute the Christian Formation Commission** to better support education for all ages, especially youth and the nursery, preparing to take maximum advantage of the ability to reach out to people through online and hybrid events providing a potential bridge to deeper personal involvement as we regather.
- **Reconstitute the Property Committee and Property Warden processes** to provide more substantial support for the Property Warden and the full spectrum of property needs of the Parish.
- Continue to hold **All-Chair Meetings** only on an as-needed basis.
- **Ask each Committee and Commission to review and revise their Strategic Plan responsibilities** considering this Report and the actions of the Parish regarding it, as well as the recent feedback provided by the Vestry regarding specific areas identified for attention.
- **In all regards, look to the transition from pandemic conditions to new-normal conditions as an opportunity for great things, and prepare to make the most of it, now!**

NOTE: Attachments, modified to reflect the Actions of the Parish at the Annual Meeting, follow.

Loving Our Neighbors

All Saints Annual Meeting 2021

Reports of the Commissions and Committees of All Saints On Their Work in 2020

End of "Year Two" of Our Three-Year
Strategic Objectives Process

For more information see our excellent new website:
allsaints1692.org

Commission/Committee Name: Calvert Arts Festival Committee

Chair/Co-Chair: Lisa and Patrick Herlihy

Members: Many, many Parishioners and Friends of All Saints!

Here's what we got done in All Saints Strategic Objective Process Year 2:

Planned and prepared for the 2020 Calvert Arts Festival but, due to the pandemic, we had to shift from an in-person festival to a social media-based campaign we called:

"We Love Calvert Arts Festival - \$10K in 10 days Benefit for Children"

Thanks to the efforts of many on our CAF team, we were able to exceed our goal and raised over \$17,000 for charities that benefit from All Saints outreach program!

Children's Advocacy Center of Calvert County

Safe Harbor

Community Ministry of Calvert County

HeartF.E.L.T.

Calvert Churches Community Food Pantry

We'd also like you to know these things:

Plans for the 2021 Calvert Arts Festival are under way.

We have agreed to move forward with these plans keeping in mind the safety of our volunteers, parishioners, vendors, and attendees. We will comply with the directives set forth by the Diocese. Since we don't believe that we can attempt an in-person event in May, we have again moved our date to the Fall, October 9, 2021, in hope that most of us will be vaccinated by then. If circumstances prove otherwise, we will fall back again to a social media-based event.

Stay tuned for more exciting news!

If you have suggestions or questions please contact us this way:
Email Herlihy Lisa and Patrick (lkherlihy@comcast.net)

Commission/Committee Name: Connections Commission

Chair/Co-Chair: Debbie Shupe/Lisa Herlihy

Members: Mary Ann Munn, Tamara Timmermann and Jen Scalise

Here's what we got done in All Saints Strategic Objective Process Year 2:

Continued to increase visibility on Social Media, using Facebook, Instagram, Twitter and newly created YouTube account.

Promoted All Saints virtual events and fundraisers via Social media, website, newsletters, and midweek emails.

Continued to refine Parish newsletter (weekly and monthly) to include all Parish current and future events and other relevant information, as well as community events of interest.

Simplified guidelines for submitting communication requests.

Implemented EasyTithe an online giving application to use via our website, a mobile app and text-2 give app. This application can be used for recurring parish pledges and various mission donations from our parish members and community friends.

MAJOR PROJECT – worked with the Episcopal Diocese of Maryland and Worship Times to design and create a new, dynamic, parish and community-friendly website. The website is now LIVE at www.allsaints1692.org.

We'd also like you to know these things:

Increased Social Media Followers by 25% (Facebook, Instagram and Twitter) over the last 2 years (since the beginning of our Strategic Objectives process). All Saints info IS continuing to reach more folks in the community.

An average of 50% of those who receive the Saints Alive newsletters and emails open the correspondence to read. (The industry average for religious organizations is 28%.)

We're working on our plans for 2021. If you have suggestions, please contact us by sending an email to: AllSaints1692connections@gmail.com.

Commission/Committee Name: Living Our Values Commission

Chair: Sherrill Munn

Members: Cindy Overstrom and Martha Hyde

Here's what we got done in All Saints Strategic Objective Process Year 2:

Prepared and executed a plan to identify All Saints' Primary Mission Project (PMP).

This was accomplished by a process to request ideas for the PMP from church members either by email, telephone, or direct mail. We began with a special church meeting on-line to present the concept and process for completing it, then three months of gathering ideas from members, culminating in a vote by Vestry and church members to confirm the most supported proposal for the PMP, Addressing Housing Needs in Calvert County.

Applied action guidelines to address several societal issues consistent with our core values and advised church leaders to respond by Letters to the Editor in various media. The Letters to the Editor included two supporting the 2020 Census, one regarding the death of Mr. George Floyd, one addressing transparency in policing in the Calvert County Sheriff's Office and one condemning the attack on the Capitol and calling for peace.

Recommended to the Vestry a slight modification to core values for approval at the 2021 annual church meeting.

As chair, I must highly commend the members of our commission. They have been and continue to be exemplary in the quality of their work, their devotion to the All Saints community, and commitment to seek God's will for the future of All Saints.

We'd also like you to know these things:

Looking forward, the commission will continue to develop responses based upon the Parish core values' to address societal issues in responsible and effective ways.

The commission will continue to act as an advisory body to the Rector and church leaders on appropriate and effective responses to societal issues when needed.

We will continue to support All Saints' PMP as required.

We're working on our plans for 2021. If you have suggestions or questions please contact us this way: By email to NJOYDANCIN@AOL.COM. In the subject line, please put "Input for LOVC"

All Saints 2021 Annual Meeting Committee/Commission Report

Committee/Commission Report Name: **Finance Commission**

Chair/Co-Chair: Patrick Herlihy – Jr. Warden

Members: Steve Watson, Ken McKenzie, Jim Blane,
Martha Grahame (ECW)

Here's what we got done in All Saints Strategic Objective Process Year 2:

Kept a Balanced Budget (through a pandemic!)

- Note that spending was down due to lack of campus usage
- Kept to our directive not to spend from the operating fund unless the funds were already budgeted; made sure that any new proposed expenditures have a funding plan in place before being approved.

Helped manage long term facility usage tenants in pandemic.

Fund raisers Trivia Night and Wine Tasting (and even Outreach breakfast) went virtual and provided much needed support – especially to CCCFP.

Managed Paycheck Protection Program funds.

Assisted Connections Commission in promoting EasyTithe.

Assisted in getting Wi-Fi coverage in the church building.

We'd also like you to know these things:

We focus on:

- keeping the budget balanced
- coming up with new fundraising ideas
- managing long term campus use tenants

We're working on our plans for 2021. If you have suggestions or questions please contact us this way:

Contact any of the Commission Members above.

All Saints 2021 Annual Meeting Committee/Commission Report

Commission/Committee Name: **Worship Commission**

Chair/Co-Chair: Deborah Watson / Dennis Laurie

Members: The Rev. Ken Phelps; Mary Flora; Joe Klausner; Cheryl Thompson; Tina Schaefer (Altar Guild)

Here's what we got done in All Saints Strategic Objective Process Year 2:
We began pre-COVID 2020 in person and were able to offer in-person worship opportunities, the last of which was a Lenten Evensong service.

With shelter-in-place orders, we had to quickly adapt to unfamiliar virtual worship, with new challenges for both worship and music; we were required to think 'outside the box.' Learning the limitations and the opportunities of the ZOOM platform took some getting used to, but we soon fell into a comfortable format that fit our congregation and our worship.

Discovered and provided helpful tools/equipment for virtual presentations, thus allowing recording and sharing our own choral and instrumental music. We have included many folks from far away who have shared their talents with us.

Discovered many online resources for a wide variety of music suited to our worship.

Offered in-person safe, socially distanced outdoor 'Evensong for Peace' service in October.

Offered virtual Advent Candlelight Evensong series throughout December 2020 which was well attended.

Celebrated a joyous virtual Christmas Eve Service, and a safe, in-person caroling!

Joined with Christ Church, West River and St. Paul's Prince Frederick for a combined virtual Christmas Day service.

We'd also like you to know these things:

Worship is central to our Parish; your thoughts and suggestions are most welcome!

When we are once again able to meet in person, we will continue to offer virtual worship.

Our thanks to the Altar Guild who, through the pandemic, have prepared the altars and kept the light of worship burning, so we may share in communion each Sunday.

We're working on our plans for 2021. If you have suggestions or questions please contact us this way:

Speak to any Worship commission member.

All Saints 2021 Annual Meeting Committee/Commission Report

Commission Name: **Christian Formation Commission**

Chair/Co-Chair: Father Ken Phelps, Erryn Fleming (Sunday School)

Members: Father Ken Phelps, Sherrill Munn; Barbara Brown; Paul, Mary, Ryan Burke-Dickson (Spudnik); Kathryn Marsh. Lissi Mojica (All Saints Board Member of Our Common Calvert). Cheryl Thompson serves as Director of Reading Camp.

Here's what we got done in All Saints Strategic Objective Process Year 2:

Created Virtual Formation Bitmoji Site with many personalized Formation resources for children, youth and adults to use from anywhere; all links checked to reflect AS values; updated seasonally. Huge thanks to Erryn Fleming and Father Ken.

Children

Sunday School regularly (live until pandemic then virtual)

All Saints history feature: "Everything About All Saints"

Virtual Christmas Pageant and Epiphany story by children

Frequent delivery of "care boxes" to each child with materials and fun stuff

Decorated the internal doors of the Parish hall for holidays/seasons

Children prepared crafts and sent to shut-ins

Reading Camp Calvert conducted virtually

Adult Discussion Series online following Zoom church, with recorded expert lectures followed by discussion (attendance exceeding former "live" discussions.)

Youth

Spudnik youth gardening program raising food for those in need continued, with record donations of fresh food

Youth volunteers key to maintaining HeartFELT program

Puerto Rico Mission converted to local program to feed immigrants and others

"Service Connections and Fun" activities delayed pending pandemic resolution

Youth Advocacy and leadership training collaborations continue

We'd also like you to know these things:

As we plan for regathering, we will need help with the following functions:

- Teacher Assistant (qualifications: love of children, dedicated attendance each Sunday morning; enthusiasm; assist the Sunday School Teacher as requested.)
- Coordinator of volunteers providing transportation for children to/from Sunday Sch. Virtual Sunday School resumes bi-weekly at 9:00 AM. Aquarium trip awaits vaccines.

We're working on our plans for 2021. If you can help, or wish to make suggestions or have questions please contact us this way:

Send an email about Sunday School to Erryn Fleming at errynfleming@gmail.com, or call 763-913-4042; for Spudnik activities send an email to Paul and Ryan at paulinme2@gmail.com; regarding other matters to Father Ken at phelpsrko@gmail.com or Kip At Lee at kip.atlee@comcast.net.

All Saints 2021 Annual Meeting Committee/Commission Report

Commission/Committee Name: **Parish Family Commission**

Chair/Co-Chair: Adriane Hope Sayles

Members:

Kelly McDonald, Sue Pierce, Tammy Iona, Judy Severson, Penny Dorsey, Katie Blake

Here's what we got done in All Saints Strategic Objective Process Year 2:

Revised the Parish Directory.

Mailed handcrafted holiday cards to the sick and shut in and to parishioners with special needs.

Mailed pocket shawls to shut in parishioners in December 2020.

Provided weekly wellness checks for sick and shut-in parishioners.

Mailed handcrafted birthday cards monthly to parishioners.

Recognized high school and college graduates during a fun drive-by celebration in June.

Organized the Easter Lily project as a way of bringing members closer together.

Identified the resources for building a ramp for a member's mother.

Updated the list of members who needed to receive hard copies of church information.

Monitored the All Saints Helpline during the health crisis.

Provided food gift cards to needy families.

Organized the "I AM THANKFUL FOR..." project for November. Deb Watson assembled the boards into a beautiful collage.

We'd also like you to know these things:

We will add anniversary dates to the newsletter, and we will reach out to area military families. We are also planning to extend our well wishes and prayers to the Calvert County School System as they continue to successfully navigate through these unprecedented times.

The parish directory revision is an ongoing process because information changes. Please remember to contact the church office if you change your contact information.

We want to keep our pulse on the parish family. Please contact the Parish Family Commission as soon as you learn of any illnesses, deaths, or any special needs of the congregation. We are here to help! Thank you for helping to serve others in God's kingdom.

We are thankful to the many people who have been shared their cooking talents and skills with the Parish through the All Saints Cooks and All Saints Skills Extravaganza on Zoom.

The Parish Family Life Commission looks forward to what the new year holds, and we want to strengthen the LOVE for one another in this parish.

We're working on our plans for 2021. If you can help, or wish to make suggestions or have questions please contact us this way:

Contact Adriane Hope Sayles at ahopesayles@aol.com, 301-467-1467 (cell) or (301) 855-0251

Commission/Committee Name: **Giving Back Commission (Outreach)**

Chair/Co-Chair: Patti At Lee

Members:

Hilary Dailey, Ed Dorsey, Mary Flora, Glenn Iona, Cindy Peil, Betsy Van Auker, Deb Shupe

Here's what we (and you) got done in All Saints Strategic Objective Process Year 2:

COVID didn't slow us down; we doubled down!

We have had 116 individuals actively involved in our outreach programs. Many thanks!!!

By intensively coordinating and funds-matching with other churches and civic organizations we multiplied the beneficial effects of All Saints' funding for those in need.

Through CAF, Outreach Breakfasts, Saints du Vin & other activities, All Saints raised over \$54,000 for outreach to our neighbors focusing on hunger, housing, and children in need.

With the Treasurer, we executed a Parish outreach program of over \$46,000

Provided over \$10,000 for Food Panty operations.

Our HeartFELT program provided food for weekends to 29 children at our Sponsored

School (Beach Elementary), including all through the summer.

Initiated "Drive Through Drop Off" to facilitate safe food collection, thanks to Glenn Iona

Our Parish provided key year-round volunteers to Community Ministry of Calvert County and substantially increased our support to this mission to keep people in their homes.

In addition to our work through CMCC, we provided direct financial assistance for Rent and Utilities for seven people, preventing several evictions.

Despite the pandemic we continued our share of staffing and food for the Safe Nights homeless shelter program, partnering with Jesus the Divine Word Catholic Church.

We coordinated \$3K of food baskets for those in need at Christmas and Thanksgiving.

Thanks to Hillary Dailey, the Angel Tree provided scores of Christmas gifts to children.

Our Meals on Wheels kept on delivering to our neighbors, our own "masked wonders."

We'd also like you to know these things:

We are thankful to Community Church and 7th Day Adventist Church, as well as the Chesapeake Garden Club who participate in our HeartFELT activities.

Look for our newest fundraiser for charity: Boxed Greeting Cards "All Saints Through the Seasons".

We're working on our plans for 2021. If you have suggestions or questions please contact us this way: Email Patti At Lee at feistynsassy@comcast.net

Commission/Committee name: **Episcopal Church Women**

Chair/Co-Chair: Cindy Overstrom, Sue Pierce

Members: Penny Dorsey, Deborah Plumley, Patti At Lee, Pat Mann, Cindy Peil, Martha Grahame, Mary Ann Munn, Cheryl Thompson, Ed Dorsey, Hope Sayles, Tami Iona, Lissi Mojica, and Cammie Weaver

Here's what we got done in All Saints Strategic Objective Process Year 2:

Planned, organized, and held Funeral Reception in January.

Planned, organized, and held the Annual Pancake Supper.

Paid for supplies for the Altar Guild and Kitchen Repairs.

Put up signs to direct people during the pandemic as well as continue to supply the entrances with sign-in sheets, hand sanitizer, disposable masks, and disinfectant wipes. In addition, Sue Pierce and Cammie Weaver sewed many cloth masks which continue to be available in the church.

Patti At Lee coordinated major work in the kitchen which included a stainless-steel wall behind the cooking area along with painting all the walls, plus floor cleaning and polishing. After that, Patti & Kip did a major clean up & reorganization of the kitchen.

Lissi Mojica has volunteered to be the new Christmas Market Chair with Sue Pierce as her co chair.

Mary Ann Munn with the help of Sherrill Munn, Penny Dorsey, Lissi Mojica and Kip AtLee, planned, organized, and held a mini-Christmas Market. Many thanks to all, especially Mary Ann. We made a very significant amount of money with this event when many of our usual money makers were canceled due to the pandemic.

We'd also like you to know these things:

Special thanks to Sue Pierce, Cammie Weaver and Martha Grahame for their years of service on the ECW board. Sue and Cammie have been on the board for many years and Martha has been treasurer for many, many years.

Patti and Kip emptied the fridge when it failed and called for the repairman. Thanks!

Ed Dorsey emptied the freezer when it failed and coordinated the repairman's visits. Thank you, Ed.

Cindy's term in office as ECW president is done at the end of August, so we are looking for a new President.

Please forgive me for forgetting to mention other specific people or activities, but we have many dedicated members who give many hours of service to putting on ECW events and helping us raise money through baking and crafting. We couldn't do it without you. Thank you all!!

We're working on our plans for 2021. If you have suggestions or questions please contact us this way: Cindy Overstrom, cynthiaoverstrom@gmail.com

All Saints 2021 Annual Meeting Committee/Commission Report

Commission/Committee Name: **Property Committee**

Chair/Co-Chair: **Tom Hyde**

Members: **Lloyd Kinch, John Overstrom, Bill Peil, Charles Sadler, Jim Thrift, Jim Blaine**

Here's what we got done in All Saints Strategic Objective Process Year 2:

In coordination with the ECW and the Campus Use Coordinator Team, upgraded the restrooms and kitchen in the Parish Hall lower level.

Accomplished a variety of repairs to the Rectory/Oxford House

Addressed tree damage.

Brought kitchen cooking area hood and fire suppression system into compliance with safety standards, thanks to the gifts of anonymous generous donors.

Replaced, painted, and weather-stripped Parish Hall upper-level double doors.

Made temporary corrections to Parish Hall runoff landscape problems. See below.

Accomplished one campus clean-up day; second was pandemic-cancelled.

Modifications to the Parish Hall outside faucets were done to improve irrigation of the Spudnik garden plot.

Wi-Fi connections for the Sanctuary to enable hybrid worship services were accomplished. Thank you to Bill Marquis, Lissi Mojica, and Patrick Herlihy.

[See Campus Use Coordinator Report for Campus Spruce-up projects accomplished by our parishioners. Many thanks to them!]

We'd also like you to know these things:

Tom Hyde's tenure as Property Warden is ending. Many thanks for his dedication and for all the major improvements he made possible. The position of Property Committee chair is open. Please volunteer for these important positions.

Next major project planned is an ADA-compliant path from the Sanctuary to the upper level of the Parish hall, with regrading around the Parish Hall to correct runoff problems. Donations to make this possible would be very welcome!

We're working on our plans for 2021. If you have suggestions or questions please contact us this way:

Send an email to the Parish Office: allsaints1692@allsaints1692.org

All Saints 2021 Annual Meeting Committee/Commission Report

Commission/Committee Name: **Planned Giving Board**

Chair/Co-Chair: **Carl Buchheister**

Members: **Ken McKenzie, Jim Thrift, Patti At Lee , Bryan Dowell**

Here's what we got done in All Saints Strategic Objective Process Year 2:

Conducted quarterly meetings to review the financial health of the endowment funds (The Endowment Fund for Parish programs, and the Building Fund); identified potential ways to enhance earnings.

Determined Parish investments remain appropriate; earnings have been solid and continue to be re-invested.

Addressing imbalances between cash fund and investment funds.

Facilitated Vestry-directed draw on Endowment Fund to begin new Principal Mission for Housing; consistent with Endowment Fund terms.

Encouraged parishioners to participate in Planned Giving by gifts to the Parish through wills, 401K beneficiary designations, insurance, etc.

Due to the pandemic, changed plans for a recognition reception for planned givers to tokens of appreciation delivered to each person.

Began planning for a Planned Giving educational seminar.

We'd also like you to know these things:

"Planned Giving" is arranging financial gifts to the Parish through wills, 401K beneficiary designations, insurance, and other means. The long-term future of the Parish depends on these gifts. Many of the current improvements to our Campus and mission work have been made possible by such gifts from parishioners before us. We need to pay it forward, too.

Regardless of wealth, age, marital or parental status, every member of All Saints can make a significant gift to the future of All Saints; the PGB is available to discuss this with anyone.

All planned givers are eligible to become members of both the Parish and the Diocesan Legacy Society, as well as other optional recognition. Please be sure to let the PGB know of your planned giving arrangements.

We're working on our plans for 2021. If you have suggestions or questions please contact us this way:

Email the Planned Giving Board, care of all- saints1692@allsaints1692.org or call the Parish Office.

All Saints 2021 Annual Meeting Committee/Commission Report

Commission/Committee Name: Campus Use Coordinator

Chair: Charles Sadler

Members: Tamara Timmermann, Bill Peil, Jim Blaine

Here's what we got done in All Saints Strategic Objective Process Year 2:

Met with artists and musicians interested in using campus facilities for classes and concerts, most of which were cancelled due to COVID 19.

Discussed campus closure and reopening status with Boy and Cub Scout leaders.

Coordinated parishioner gifts of time and service to include gardening, painting of the church and parish hall doors, and other actions to improve campus appearance. Many thanks to them!

Tip Sheet on operating the dishwasher developed by ECW in response to CUC recommendation.

CUC recommendations to improve revenue potential of buildings resulted in significant improvements to the Parish Hall.

We'd also like you to know these things:

Calvert County Girl Scouts have expressed an interest in using church facilities.

Mr. Harmony Methodist Church has decided to eliminate its preschool. The director of the preschool has approached All Saints for us to consider opening the preschool in Fall 2021. The director asked All Saints to pay half of the estimated \$3-4,000 cost for a playground fence and estimated a \$650-850 per month donation to the church. Other pertinent information has been provided to the Vestry. Thus far, the CUC supports the proposal.

Boy Scout troop 1792 has been informed that the Vestry approved them holding a bonfire, consistent with church COVID19 guidelines.

We're going to continue preparation of Tip Sheets on a variety of issues, such as: adhering to campus policies, safety checklist, obtaining adequate insurance, and serving alcohol at functions.

All parishioners are needed to assist in promoting increased campus use by helping keep the grounds neat, clean, well-maintained, and safe.

We're preparing for opening the church campus later in the year. If you have suggestions or questions please contact us this way:

Speak to Charles, Tamara, Bill, or Jim. Contact Charles at 301/807-4548.

Email the CUC: Allsaints1692staff@gmail.com

All Saints 2021 Annual Meeting Committee/Commission Report

Commission/Committee Name: Cemetery Committee

Chair/Co-Chair: Bryan Dowell

Members: Vestry Liaison, Nate Pope

Here's what we got done in All Saints Strategic Objective Process Year 2:

Marked plots for burial of parishioners.

Located cemetery markers needing repair.

We'd also like you to know these things:

There are a limited number of gravesites still available for purchase by members of All Saints; if this is a matter of interest we recommend that you contact the Cemetery Committee regarding arrangements to acquire one.

The Cemetery is important to All Saints as the last resting place of many members of All Saints, as part of the historic record of our church and the County, and as the setting for our place of worship. Maintaining this important and hallowed place is costly, and we welcome all donations towards its up-keep.

The Cemetery Committee is working with the Finance Commission to identify family contacts for as many plots as possible. These will be used to invite them to contribute to the cost of maintaining those plots. If you would like to help, please contact us.

We're working on our plans for 2021. If you can help, or wish to make suggestions or have questions please contact us this way:

Send an email to Bryan Dowell at dowellfinancial@comcast.net

Commission/Committee Name: Knitting Ministry

Chair/Co-Chair: Sue Pierce

We continue to meet every Thursday afternoon over Zoom . We gave

Out 40 Prayer Shawls, which is the most we have given out in a year.

Many thanks are due to Martha Grahame who made about half of them.

Thank you Martha. We have made lots of the "Pocket Shawls" and these are available in Church to anyone who would like one.

The Core Values of All Saints Parish, Sunderland

As of February 2021

The Living Our Values Commission orchestrated a process to gather input from Parish members culminating in the special church meeting of Sunday, September 8, 2019, that developed the consensus of Parish Core Values. Neutral professional facilitators conducted this meeting. The facilitators reviewed the input from the meeting and reported their summary of the congregational consensus of Parish-wide Core Values to the Living Our Values Commission. Below are the Core Values of All Saints Episcopal Parish as determined by the consensus of Parish members at the 2019 Annual Parish Meeting and updated at the Parish Annual Meetings in 2020 and 2021.

These core values not only express how we see ourselves as a Parish, but also provide the framework and stimulus for the actions we take as a Christian Community.

1. Love and Acceptance of Neighbor: Work toward alleviating suffering and bringing healing to our communities in acts great and small. Welcome with love, compassion, and care all who engage with All Saints. Strive to bring together in love and fellowship those who otherwise may be divided. Promote peace, healing of divisions, dignity and respect for all.

2. Worship and Formation: Create disciples through worship, education, and coming together in fellowship. Demonstrate and share the love of Jesus with others. Offer creative and enriching programs for adults, children, and youth. Promote worship activities that strengthen congregational relationships and bring our community together in love and mutual respect.

3. Valuing and Sharing Our History: Respect, maintain, and share our sacred space and the stories of those who have worshipped and labored here for over 300 years. Encourage understanding and enlightenment through listening to and learning about our history.

The Principal Mission of All Saints Parish, Sunderland MD

As approved by the Parish February 7th, 2021

All Saints Parish

A Concept to Implement All Saints' Principal Mission of loving our neighbors through Housing solutions.

Purpose: All Saints seeks to address inequities in our time that have been created for those who have served, and are serving, the people of Calvert County to their personal detriment. To that end, we seek to create multi-use, intergenerational communities that:

Provide affordable, safe, decent housing for those in need of it:

- who are seniors and whose care of others has created that need¹;
- whose current care for and service to the people of our County is creating that need²;
- who, out of racial or similar inequities, have been denied the opportunity to build financial stability and whose participation will help them to do so.³

Acknowledging the history of our church and the benefits it has enjoyed to the cost of enslaved people, we intend to provide eligibility preferences for individuals who are descendants of those enslaved people.

Implementation: In partnership with other entities, establish a non-profit corporation led by a board well-qualified to manage this enterprise applying the following principles:

- Retain sufficient autonomy to ensure decisions are consistent with objectives and local value
- Partner with like-minded non-governmental entities, including financial organizations
- Employ innovative designs that:
 - o create attractive, healthy, environmentally appropriate, multi-use, intergenerational community prototypes to encourage replication⁵;
 - o facilitate income generation to offset the cost of services⁶; and,
 - o facilitate cooperation with local government to obtain necessary authorities.
- Use resident models that provide for consistent turn-over of residents so many can benefit
- Establish an objective eligibility scoring process that ensures those intended to be served are served.
- Match a portion of rents paid by eligible residents and deposit them into a trust fund to assist those residents in qualifying home ownership through partner financial institutions

1 Example: A grandparent whose necessary care for her grandchildren has left her without adequate resources.

2 Example: A single-parent local nurse in a public institution.

3 Example: A family which, because of governmental or cultural "red-lining" was denied home buying opportunities available to others.

4 This would require avoidance of sources of funding that would come with "strings" inconsistent with objectives.

5 Example: Multiple-story, walkable communities in greenspaces within public transportation networks that make individual employment feasible; incorporating ground floors designed for income-generating commercial activities consistent with the overall community to offset costs.

6 Example: Incorporate on ground floors income-generating commercial activities consistent with the overall community to offset costs (such as renting space to locally owned shops and restaurants).

Allocation of Strategic Objective Responsibilities Among Committees as of Feb 2021

Worship Commission

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

- Provide recommendations to the Rector and assist in implementing worship activities that provide a variety of worship and nourish a diverse parish.
- Survey Members and Friends regarding worship preferences and suggestions and take those into account in developing worship activities (in coordination with the Connections Commission).
- Visit other churches to observe worship alternatives.
- Incorporate a representative of the Altar Guild into the Commission and coordinate with the Altar Guild.
- Specific Objective Implementation Tasks:
 - o Respect existing worship formats
 - o Incorporate regular combined worship services (to include a leadership update to the Parish, quarterly)
 - o Schedule monthly guest preachers to provide the Parish with a variety of styles and content that will inform the calling process
 - o Develop enhanced use of music, particularly music in keeping with current styles
 - o Incorporate exploratory forms of worship
- Coordinate with affiliated churches to develop opportunities for shared worship.
- Inform the Parish of the full scope of Worship opportunities, encourage wide participation in varieties of worship and respect for each other's preferences.

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.

Christian Formation Commission

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

- **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.
- **Sunday School** – develop and execute a safe reliable, consistent program for elementary grade children that provides age-appropriate Christian education in an appealing setting.
- **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.
- **Adult Formation** – develop and execute an adult education program that provides regular, consistent programming in conjunction with Sunday worship schedules and at other times.
 - Incorporate guest leaders of segments of several-weeks' duration and consider cooperation/interchange with other churches
 - Include monthly Sunday discussions of the lectionary texts for that day and an exchange of views additional to or consistent with the sermon content
- Invite Broadview Baptist Church to designate a co-chair for particular emphasis on Youth Programs

Coordinate with the Rector.

Living Our Values 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." and "Become, as a parish, a leader in our area that will address issues of importance that will improve peoples' lives." And Objective: "Become, as a parish, a leader in our area that will address issues of importance that will improve peoples' lives."

- Take as a touchstone, the song, "They'll know we are Christians by our love." (der. John 13:35)
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Values-Based Responses to Issues Affecting Our Community

- Anticipate potential events that could arise regarding the values identified by the Parish and develop a menu of issues and potential constructive responses
 - 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
- *Prepare* the mechanisms to give effect to the range of foreseen Parish responses
- 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
- *Execute* Parish responses to events in the community as circumstances warrant.
- Liaise with the Housing Commission and its successor charitable corporation to help ensure an effective transition from exploration of a potential Principal Mission to making the Housing Principal Mission a reality."
- Explore ways to better understand the needs of those who are underrepresented at All Saints, and how we can work to serve a broader spectrum of the community. Consider catalyzing programs and activities that maximize the God-given potential of our historic church that was built by enslaved people who also worshipped here and then became the founders of our neighbor churches.
- Consider dedicating our church as a memorial to those enslaved people who labored and worshipped there and then spread the Gospel more widely, and those who continued this story.
 - o Consider opportunities to this end that may be provided by the Diocese.

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.

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:
 - o 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
 - o 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.

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."*

- **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
- **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
- **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
- **Develop survey methods that are cost-effective, simple and analytically-capable to obtain the views of Members, Friends and other affiliates**
- **Develop an advanced social-media program to inform and attract wide-ranging interest in Parish activities**
- **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**
- **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**
- **Facilitate fundraising from Members, Friends and other sources by developing cost-effective computer/internet-based methods (including targeted funding methodologies appealing to individual interests)**
- **Enhance use of periodic communications to affiliates, to include newsletters and topical letters, to inform and garner support for Parish initiatives**
- **Improve Campus signage, considering electronically-enabled activities programming**
- **Develop opportunities for the Parish to be present at public gatherings and promote public awareness of the Parish and invite participation in its activities**

Coordinate with the Parish Secretary

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.

Planned Giving Board (PGB)

The Board is responsible for:

- Advising the Vestry regarding the receipt and disposition of gifts to the Parish.
- Managing endowment funds established for long-term benefits to the ministries of the Parish, and for major capital improvements to Parish facilities.
- 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.
 - o The PGB assists with information concerning financial advisers and attorneys who may be of help to prospective donors.
 - 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.

The Board:

- Gives full effect to the standing Vestry Resolution Regarding Planned Giving and Disposition of Gifts to the Parish (Attachment 7)
- Coordinates with the Finance Commission as necessary to ensure effective and appropriate use of the resources under PGB control.

Episcopal Church Women (ECW)

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

- Hosting and managing special activities such as coffees, receptions, a Christmas Market and yard sales.
- Improvement of kitchen facilities
- Assistance to organizations and individuals

The ECW:

- Raises and distributes funds through and for its activities
- Provides the Parish Treasurer with a monthly financial report
- As feasible, donates to the Parish Budget
- May designate an ECW member to serve as a member of the Finance Commission
- May designate an ECW member to serve as a member of the Parish Family Commission

Calvert Arts Festival Committee

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

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

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

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

Cemetery Committee

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

The Cemetery Committee:

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