

Vestry Meeting
Tuesday, February 16, 2021
6 pm – via ZOOM

Clergy: Scott Walters, Rector; Amber Carswell, Associate Rector; Paul McLain, Associate Rector

Vestry: James Aldinger, Sr. Warden; Anna Kathryn Word, Jr. Warden; Madge Deacon, Clerk; Laura Squire Trott, Warden-at-Large; Lisa Buckner, David Cocke, Elizabeth Crosby, Zachary (Zach) R. Ferguson, Bailey Bethell Fountain, Will Hayley, Nancy Manire, John Owen, Jerry Scruggs, Ginny Strubing, Greta Cooper Young

Guests: Steve Smith, Calvary Director of Finance and Operations (Note: left meeting at 6:15, following Rector's Report); Kat Gordon, Retreat Facilitator and Owner "Muddy's Bakery"

Call to Order	6:00 pm	Scott Walters
Opening Prayer	6:00 pm	Zach Ferguson
The Romero Prayer		

It helps, now and then, to step back and take a long view.

The Kingdom is not only beyond our efforts,
it is even beyond our vision.
We accomplish in our lifetime only a tiny fraction
of the magnificent enterprise that is God's work.
Nothing we do is complete,
which is a way of saying that the Kingdom always lies beyond us.
No statement says all that could be said.
No prayer fully expresses our faith.
No confession brings perfection.
No pastoral visit brings wholeness.
No program accomplishes the Church's mission.
No set of goals and objectives includes everything.
This is what we are about.
We plant the seeds that one day will grow.
We water seeds already planted,
knowing that they hold future promise.
We lay foundations that will need further development.
We provide yeast that produces effects far beyond our capabilities.
We cannot do everything,
and there is a sense of liberation in realizing that.
This enables us to do something,
and to do it very well.
It may be incomplete, but it is a beginning, a step along the way,
an opportunity for the Lord's grace to enter and do the rest.
We may never see the end results,
but that is the difference between the master builder and the worker.
We are workers, not master builders;
ministers, not messiahs.
We are prophets of a future that is not our own. Amen.

Approval of Vestry Minutes	6:03 pm	Scott Walters
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- It has been noted on Basecamp, with the posting of a second version of the Minutes, that the two changes were the addition of Will Haley's name to the "Attendees" list, and the time for the LPS Wednesday evening offerings had been changed to 6:30 pm.
- Scott asked if anyone had questions or further discussion from the January Minutes. There being none, he asked for approval of the Minutes. Unanimous approval.

2/16/21 note from Tony Graves, Treasurer (posted to Basecamp prior to the Vestry meeting)

Good afternoon. I do not have a lot to report on the financials for January. Everything is in order. A few notes:

- The pledge # is always high in January given pre-paid pledges are booked for operating and budget purposes.
- The "Income from Investments" category will be cleaned up in Q1 as the Endowment Board will be meeting tomorrow and will approve the annual increase for 2021 to \$395k.
- The "Income from Other Sources" number will be a bit high vs budget the first several months of 2021 as the TN Care Grant is reimbursed.
- Expenses are in-line.

The PPP loan is still on the balance sheet as a liability and we have been given clearance to begin the process for forgiveness. Steve will start that process ASAP.

I hope you have a terrific meeting tonight!

Following the posting to Basecamp of the Financial Report, Will Hayley posted a question, and Tony responded:

Steve & Tony,

During the zoom please clarify footnote #1. on the balance sheet. Did we incur the cost of the TN Cares grant last year and will book the revenue this year? I think you can say we are doing well - revenue exceed expenses by \$338k in Jan & we have over \$1m in cash & restricted gifts. Did I get this right? Please comment. Thanks

Will,

I will not be on tonight.

- Yes, the TN Care expense occurred in 2020 with partial repayment in 2020. The remaining repayment will occur in 2021 and Steve can probably give you the amount outstanding as of today.
- We always have a big January as it is revenue heavy with pre-paid pledges and a foundation gift hitting early in the year. We budget for it hitting then as well to not distort the financials. That will even out over the year as the summer is typically expense heavy and lower pledge payments.
- The restricted gifts are primarily earmarked for the capital campaign, so I would focus on operating cash. I know the vestry is discussing some potential uses of the 2020 surplus which will use a portion of the current cash (Hub, etc). Once that is determined, I do have some other ideas for discussion on the Griz Prep space, etc. I would also like to see how pledges are tracking through the first 3-4 months as well given we aren't out of this yet.
- I will let Steve answer the footnote? as I am answering this on the run.....

I hope that helps. Thanks. Steve & Tony,

Scott asked if there were additional questions or comments related to the Financial Reports. There being none, Zach and Elizabeth moved approval of the reports. Unanimous.

Rector's Report

6:04 pm

Scott Walters

- **In-Person Vestry Retreat Date** – Current date of 1/20 being cancelled due to ongoing snow and ice. Several new dates being considered. Scott will post a "Date Options" Survey to determine the best alternative date. All Vestry members are asked to respond immediately.
- **Director of Children and Family Ministries Job Posting** – this posting is now "live" and is on Basecamp. Vestry members are encouraged to share with qualified candidates.

- **Parish Survey Results Posted to Basecamp** – Vestry members are encouraged to review Parish Survey for understanding of congregation’s current needs / wants / feelings related to “life at Calvary”.
- **Calvary Place – New Director** – Started this week and is “on board” to get them moved to new location this summer (2021).
- **Parochial Report Posted to Basecamp** – All documents associated with this report were posted to Basecamp just prior to the Vestry meeting. Vestry members are encouraged to review all elements of the document, as well as the Summary Report, and to submit questions / comments via Basecamp. An electronic vote of approval will be taken soon.
- **Formation of a Grant Team** – Anna Kathryn updated the Vestry on a discussion held at the last Wardens meeting regarding ways to extend Calvary’s connection to and within the community, and to potentially (help) fund various Calvary activities such as LPS and Waffle Shop. A key part of that discussion was the formation of a group of Calvary parishioners familiar with the non-profit world and with grant writing and administration who would search for, write, and help manage grants to offset the major expenses associated with many of our outreach activities. This idea will be explored more deeply and discussed at future Vestry meetings.

Vestry Retreat – Session One

6:15 pm

Scott Walters & Kat Gordon

- **Introduction** – Scott introduced / re-introduced Kat Gordon, Retreat Facilitator, and owner of Muddy’s Bake Shop.
- **Housekeeping** – Madge is taking notes and will help folks get caught up who miss a Retreat session or any Retreat-related information.
- **Retreat Format – This is a multi-session journey!**
 - Session One – tonight – Visioning defined; Reflections from 2020 Retreat.
 - Session Two – Homework assignment – Personal reflection / self-study
 - Session Three – In-Person gathering at Barth House.
 - Session Four – Homework assignment – Personal reflection / self-study
 - Session Five – March Vestry Meeting (via Zoom)
- **Visioning Definition & Explanation** –
 - A word picture of what success looks and feels like at a specific point in the future; can be easily recognized.
 - Question: What key words stand out to you from the Visioning definition?
 - Specific
 - Word Picture
 - Recognition
 - Success
 - Not everyone has the same understanding of Visioning. Church groups have a unique concept of visioning, beginning with the Bible.
 - Kat will use business examples; Vestry will need to overlay Church / Calvary examples
 - “Arriving” – How do we know when we have achieved success? Success must be defined in ways that are so tangible we know when we have achieved it . . . when we have gotten to our destination.
 - Challenge is to not over-think success. Keep it elementary. The key is to choose a success factor that is easily recognized, and we know when we’ve “nailed it”. Example of one of the examples of success from Muddy’s Bake Shop: “People are Smiling”. This can be easily observed and measured . . . Do customers smile when they enter the shop? Are they smiling as they walk around the shop? Are they smiling at the cash register?
 - Visioning is a “time-travel” exercise. In writing a Visioning Statement, choose a specific date and/or time in the future when success will have been achieved. What do you specifically see and feel at that date / time? Using this technique helps an individual or group shift thinking from fantasy to reality; helps build momentum toward a specific goal happening at a specific date / time.
 - In a group environment, team members can have different concepts from one another about what success looks like. Setting specific attributes and a clear vision helps move the group to common goals and helps provide the ability to say “yes” or “no” to various steps along the way.

- **Mission / Vision / Strategic Plan –**
 - **Mission** – Your “North Star” . . . for Calvary: *“Making God’s Love Visible in Downtown Memphis.”*
 - **Vision** – Led by / Based upon the Mission . . . Describes the Mission at a specific date and time.
 - **Strategic Plan / “To Do” List** - Those things / steps which must be done to accomplish the Vision . . . Leads to a more creative “to do” list . . . Also, important to consider a “Not To Do” List!
 - **Visioning Process is the same as an individual process, and as a group activity.** Important to bring your whole person to the table as an individual while recognizing the goals and visions of other team members.
 - **Question / Clarify: Challenges of Group Visioning:**
 - **To Do List** – getting so excited about the overall project without spending time to develop a strong strategic plan / to-do list
 - **Not recognizing Visioning as a key tool for small as well as large projects**
 - **MUST correctly identify what success looks like**
 - **The more you (as individuals and as a group) work with Visioning, the more comfortable you will become.**
- **Shared Examples from 2020 Vestry Retreat** – Walked away from 2020 Retreat with 8 – 10 bulletized flipchart pages for several different projects. . . Calvary has become the “poster child” for being able to pivot from what was planned in a pre-COVID world to actual activities during the pandemic shutdown.
 - **John Owen** - the 2020 Retreat started with an exercise in which participants shared three key words about what Calvary means / meant to them. The most frequently used words became guiding lights for the meeting and for the subsequent projects . . . A group discussion focused on what could be done with Calvary’s physical space, resulting in a focus on a Welcoming Center, Incubator Space, and Green Space.
 - **Lisa Buckner** – Exercise envisioning everything Calvary could become in the next 5 – 10 years . . . Small groups walked all around the Crosstown Concourse focusing on how the space had been reinvented. . . Group discussions, led by Calvary’s mission of “Making God’s Love Visible in Downtown Memphis” led to the decision to focus on a Welcoming Center, Incubator Space, and Green Space.
 - **Kat** - Affirmation of the Crosstown Concourse location being a purposeful choice for the 2020 Vestry retreat . . . A perfect example of reimagining how space can be used.
 - **Kat** - the afternoon session of the Retreat was spent brainstorming “To Do Lists” for the ideas that gave the Vestry team the most energy. Six – ten major ideas were whittled to the three of a Welcoming Center, Incubator Space, and Green Space. Subsequent discussions were about WHY the group was most passionate about these three ideas. The first discussion was about WHAT’S IMPORTANT; the second was about WHY these ideas were IMPORTANT.
 - **Kathryn Jasper** – **Overview of a project that was implemented despite COVID shutdown . . . GREEN SPACE** . . . Initial discussion / vision had been of landscaping, benches, and food trucks in what is now the staff and clergy parking lot . . . Thoughts of Calvary “from the Outside In” vs the current “Inside Out”. . . The reality became the conversion of the park at the corner of Calvary’s block into “flex space” with many varied uses . . . and a Cares Grant that facilitated the purchase of portable heaters and furniture, and ongoing development involving landscaping and more. . . This was an example of a project that moved from a flipchart at Crosstown to today’s reality.
 - **Elizabeth Crosby and Greta Cooper Young** – **Basement Church**. . . a vision that grew out of the need to continue what had been the weekly Sunday Community Breakfast and Clothes Closet for Calvary’s homeless neighbors. Activities that had been in the Mural Room moved to the alley and Elizabeth coined the terms “Basement Church” and “Alley Church” because no one was allowed upstairs at Calvary in the early days of the shutdown. Everything was managed through the downstairs clothes closet and the kitchen, and eventually the Mural Room became a massive staging area for packing backpacks and goodie bags for up to 175 weekly guests. Volunteers show up throughout the week to do prep work, and early on Sunday mornings, regardless of the weather, to greet, feed, and talk and pray with our homeless neighbors. The basement and alley have become truly sacred spaces, and our weekly guests have said they get to spend more quality time with the volunteers in this environment than in the

previous scenario in the Mural Room. This is an example of what had been a solid vision (Sunday morning Community Breakfast) migrating into a new vision (Basement Church).

- **Ginny Strubing** - Calvary always thinks of new ways to welcome people. The pandemic has led to welcoming people across the globe via livestreaming and zoom.
- **Additional discussion of Calvary taking God's love to downtown Memphis in non-traditional ways . . .** Services at Pocket Park and Overton Park . . . All have become sacred spaces.
- **Connections** - about half of the Basement Church volunteers are not Calvary parishioners. This program has expanded our reach in the community and volunteers are coming as individuals and representing various organizations.
- **Chat Session Exercise – Thinking of your overall Calvary experience(s), what makes you proud?**
 - Go to the Chat screen and type, as fast as you can for 60 seconds . . . what makes you proud of Calvary, or to be a part of Calvary?
 - Scroll through responses looking for both individual responses and overall themes.
 - Kat will bring these to the in-person retreat for further discussion.
- **Second Chat Session Exercise – Think about Calvary since March 2020. What makes you proud? How have you navigated the changes?**
 - Like the first exercise, this one will be discussed in more detail at the in-person portion of our retreat.
- **Session Two Assignment – Read “Formin’, Stormin’ & Normin’” article and complete associated Personal Reflection questionnaire.**
 - These will be a springboard into discussions at the in-person portion of our retreat.
 - Bring your documents with you . . . will be helpful prompts during discussions.

Meeting adjourned 7:25 pm.

Respectfully submitted,

Madge L. Deacon
Vestry Clerk