

Vestry Retreat
January 8, 2022; 9:30 am – 3:30 pm
Via Zoom

Attendees:

- **Clergy:** Katherine Bush, Paul McLain, Scott Walters
- **Wardens:** Zach Ferguson, Greta Cooper Young, Anna Kathryn Word
- **Vestry:** Cathy Awsumb, Ben Boeving, David Cocke, Elizabeth Crosby, Len Grice, Will Hayley, Kathryn Jasper, John Owen, Jerry Scruggs, Laura Trott, Shannon Tucker, Brie Wallace
- **Clerk:** Madge Deacon

Opening Comments: Anna Kathryn – Many thanks to all for commitment to an all-day Zoom meeting . . . Glad we're all together and sorry we couldn't get together in person. Hoping for in person meetings in the future.

Opening Prayer: Katherine – Prayer – Centering Space / Time --- Feet on the ground, roll shoulders, check in with heart and mind . . . find quiet . . . Prayer --- together in our separate spaces --- keep us mindful of the work you call us to do --- we ask for good Wi-Fi, attention spans, and cheer.

Ice Breaker – Reflecting on things that bring each of us joy

- **Jerry – FDR mug** . . . from Warm Springs, GA . . . FDR was hoping to find a cure for polio in Warm Springs . . . story of FDR's polio-research efforts and the development of a hand-driven car . . . and his ongoing to efforts find treatment for those with polio . . .
- **Laura – picture of family** (parents, sister, children, husband) . . . I'm a work hard / play hard gal who'd rather be outside whenever possible . . .
- **Will – picture of Trish & Will**, taken in Maui in the 80s when we had more kids than money . . . a reminder of life's journey
- **AK – a coin from Italy** . . . honeymoon 15 years ago . . . lost luggage . . . all clothes had to be replaced . . . Made it out with one Euro Coin, which I've carried for good luck ever since
- **Cathy – father's watercolor paintings, especially of the Japanese Bridge at Botanic Gardens** . . . surrounded by his paintings
- **Len – Family Fudge Recipe** passed down through multiple generations . . . big pan of chocolate fudge . . . has recipe and the big cast iron pan . . . Story of family making the fudge each Christmas and licking the pan . . . First batches go to family . . . Memories each year of the tradition
- **Elizabeth – Children's Christmas Stockings** – made by Elizabeth . . . Children were adopted by Elizabeth and Scott . . . Son came with only 12 hours notice . . . more time anticipating daughter . . . Stockings made for both children while awaiting daughter; represent dreams & hopes
- **Greta – Father's Bible and Old Calvary Prayer Book** . . . Father was missionary Baptist . . . Prayer Book is Nina's . . . Importance of Faith in getting through daily life
- **Brie – favorite stuffed animal** . . . Christmas gift as a 4-year-old . . . the gift I wanted more than anything else at that time . . . reminder of sacrifice and the love of family . . . this favorite animal now belongs to son Beckett . . .
- **Zach – family photo from sister's wedding in Iceland** . . . reminder of closeness of family

- **Ben** – thought of lots of sports memorabilia . . . married 25 years / wife’s birthday is 3 days after Christmas . . . decided on the **coo-coo clock from Germany from Allison’s great-great grandmother’s family that he is attempting to restore** . . . showed the parts . . . parts have been polished and cleaned . . . Rebuilding the bellows . . . Represents how I’m wired . . . like to make things better and shiny
- **Scott** – *Ben you must watch “The Repair Shop” – British program* . . . **Chest of Drawers – red antiquing finish . . . done by Scott’s dad, Jim** . . . reminds me of the passed down love of working with our hands . . . and a leather wallet done by Alden . . . the love of working with hands continues
- **David Jarvis Cocke** – grandson of David Jarvis – led an expedition to save whalers who were trapped in Alaska’s ice . . . -40 degrees . . . Remarkable inspiration of risking lives for others . . . Book which tells the story; Coast Guard Award named for Capt. Jarvis given annually . . . Capt. Jarvis was a good Episcopalian who went to the first Coast Guard Academy . . . married a Quaker . . .
- **John Owen** – in our dining room – **bicycle** – sitting still all day will be hard! Bike **allows me to get out – clear my head and meet neat folks** . . . kids now love riding bikes, and working on Katie
- **Kathryn** – Eliza taking a nap in my lap . . . **shared a book of love poems from great grandfather to great grandmother . . . signed by great grandfather** . . . stories of grandparents and family history have been recorded . . . the importance of family and of sacrifice . . .
- **Shannon** – trouble making decisions . . . decided on **book “Help Thanks Now”** . . . showed us on audio since he couldn’t find the hard copy . . . Recounted the importance of the prayer book and written prayers / connected to recovery . . . Favorite prayer from the book . . . Author’s version of Thomas Merton prayer . . . Figuring out how to pray has been a journey for me . . . Will send the prayer to the group
- **Paul** – **Susanne Henley sent a gift after my mother’s death** . . . Susanne asked mother’s favorite color . . . red . . . Susanne made **prayer beads and sent story of the beads and the color red** . . . shared a story about planting mom’s favorite red roses
- **Madge** – **coffee mug – love of dogs** – learning life lessons including unconditional love from dogs
- **Katherine** – **book – The Next Right Thing** . . . discernment journey that brought us here today . . .

10:19 - - - AK – Thanks to all for sharing . . . Wonderful opportunities to get to know one another . . . Probably couldn’t have done this in person . . . a rare Zoom blessing!

Scott – another reflection from dad . . . *“Need to go down Mrs. Weathers’ Chest”* . . . related to the refinishing of the red chest of drawers

10:19 – Scott – overview of the Calvary master plan, bringing together small group conversations and all that has happened in the last couple of years, in spite of Covid! . . . Scott sharing PowerPoint on the screen

- **What is a Vestry?** – Calvary by-laws - - Article III- - -
 - Basic responsibilities of the vestry – general
 - Basic responsibilities of each vestry member

- **What is the mission of the church – BCP, p 855 . . .** To restore all people to unity with God and each other in Christ . . . Calvary: Making God’s Love Visible in Downtown Memphis
- **Vestry Leadership – Warden’s Committee**
 - AK - Sr. Warden
 - Zach – Jr. Warden
 - Greta - Warden at Large
 - Erik - Treasurer
 - Madge – Clerk
- **Standing Committees –**
 - Budget & Finance – Erik Ball – Treasurer
 - Building & Grounds – John Pruett, Chair
 - Memorials – David Lusk – Chair
 - Friends of Music – Frank Anthony – Chair
 - Annual giving – Margaret McLean
 - Waffle Shop – Connie Marshall
 - Lenten Preaching Series – Heidi Rupke – LPS Coordinator
 - Note: Calvary Endowment is a separate corporation and appoints its own board
 - Calvary’s Org Charts historically includes various ministry leaders (Acolytes, EMs, DOK, Flower guild, etc.)

Question: Shannon – are these committees and their roles published somewhere?

General answer is No . . . Discussion of the vestry handbook being created . . . will point people to a primary point person per committee and who to contact in various situations. . . Should be available to Vestry, but not necessarily to entire congregation.

- Also want to focus on **the master plan & the Capital Campaign – 2017 to present**
 - **Watching and Wondering . . . ? – 2017**
 - Slides of Calvary from various angles, including from “on high” from the 100 North Main Bldg
 - How many entrances are used? Which are accessible? How do people get in our building?
 - Forrest and The Memphis Slave Trade Historical Marker
- **Listening –**
 - **Review Campaigns of 2008 & 2016.** . . Calvary has not had a true Capital Campaign in 30 years
 - **2019 Vestry Retreat –**
 - Good Samaritan, Mary & Martha
 - When/how are we paying attention to the world around us
 - Calvary Block Tour
 - Decision on Calvary Place
 - **Spring / Summer 2019**
 - Master Plan Exploratory Committee
 - Listening sessions with:
 - Staff
 - Vestry

- Ministry Leaders
- “Ideas Group” – 30 people ages 17 – 80, representing the full life of Calvary and various career-related backgrounds
- **Imagining**
 - **Fall / Winter 2019**
 - Capital Campaign: Meg & Scott Crosby agreed to lead the campaign – whenever it happens!
 - Vandersall Collective
 - Master Plan Chair: David Lusk
 - Architectural Firms Identified
 - **Two Key Imaginings - Chicago Institute of Art and Crosstown Concourse**
 - Discussion of comments from key players of both facilities
 - **6-minute video “Urban Magnets”** related to planning for the revitalization of what is now Crosstown Concourse (and discussion of how it applies to Calvary)
 - Unique, local, authentic retail
 - Production on site
 - Education
 - Unique built environment
 - Celebrations, festivals, events
 - **Comments:** we actually do all of this at Calvary . . . “Authenticity” . . . the importance of visibility and seeing all that is happening in an authentic way . . . accessibility to the community . . . Power of education, retail, celebrations, etc., all happening in the same space rather than in silo environments . . . Calvary is poised to be a part of the broader downtown revitalization . . . Idea that something radical can happen to our physical structure while honoring who we are and what we do . . .
 - **Slide of artist rendering of what is now the staff parking lot turned into an urban plaza / park** ... Discussion of “lots of glass” to show transparency and what is happening within the building (i.e., cooking, polishing silver, etc.)
 - **Slides of the proposed open spaces of what is now Calvary Place and the first and second floors and “connecting” what is now “disconnected space” . . . Accessible entry to an enlarged Narthex space**
 - **None of these ideas are “carved in stone” but the concepts are valid based on input from many groups and planning sessions**
 - **Magnets and Visioning (based on Kat Gordon’s Visioning guidelines)**
 - **Welcome Center** – Humans welcomed by other humans
 - We’re kinda closed (our building space is kinda closed)!
 - **Incubator Space** – Local Social enterprise to activate block
 - Businesses are hunkering, too
 - **Green Space** – Butterfly Garden, vegetables, meditation space

- Everything's moving outside
 - Continued exercise to determine to what is truly essential and what could be done / must be done if we had no additional resources - - - Especially amazing exercise since this was done in January 2020, only eight weeks before the COVID shutdown!
 - ***Above bullet points reflect the original three visioning concepts and the sub-bullets are the refocus in the COVID environment***
 - **Calvary DID NOT SHUT DOWN when the world shut down because of COVID!**
 - Testing & Refining
 - Summer / Fall 2021
 - Architects reengaged
 - Staff, Ideas Group, Vestry
 - Higher Quality Renderings
 - Targeted Meetings
 - Plaza Crucial
 - Even more open to Plaza
 - Time to be bold
 - Connection of old to new
 - \$15MM not impossible
 - Now reevaluating to see where we should start and where initial investments should be made
 - Jane Jacobs Quote (“The Death and Life of Great American Cities”)
 - Zechariah 8:3 – 5
 - How to reunite what has been separated in our world
 - Prayer for Our Cities – said together
- **BREAK 11:36 – 11:50**

Capital Campaign Mieke Vandersall & Erin Weber-Johnson/Vandersall Collective

- **Mieke Vandersall** – based in NYC - overview of Vandersall Collective
- **Erin Weber-Johnson** – St. Paul, MN – background of Calvary & Vandersall partnership . . . approach to capital campaigns focuses on each individual congregation and the ever-changing environment . . . approach work from standpoint of the ever-changing world, not as a standardized program / campaign . . . People need to know and understand “the why” behind each desired change . . . This is an important focus for feasibility studies and for moving forward together . . . Important to have a high degree of responses representing the entire congregation . . .
- **Capital Campaign Success Factors**
 - Goal Reached
 - Is there a shared excitement throughout the congregation?
 - Is there (new) volunteer and donor engagement?
 - Can we balance the needs of the Capital Campaign with the needs of the annual budget? We want both to thrive!
- **What will Capital Campaign look like?**

- Much work already done, but must have integrity of involvement from the entire congregation
- Must have ongoing listening initiatives . . . Listening statements will connect desired outcomes with the reasons / the why behind them
- Questionnaire developed by Vandersall to ensure entire congregation has an opportunity to provide input and understand the overall campaign process
- Online and paper mail interview processes
- Qualitative and quantitative analysis will include themes and best ways to proceed with strategies and next steps based on congregation's input
- **Mieke** - - - Definitive timeline of about four months – Slide shown of the four-month engagement to determine whether or not this is the time to proceed with solicitation of funds
- **Erin** – what level of response rate is needed? 17% is the standard answer, but Vandersall Collective looks for 32% - 35% of those who have a current and active giving history with Calvary
- **AK – question: *Does Vandersall help with solicitation process / train volunteers (i.e., Vestry)?***
 - **Mieke** – yes! Extensive training for both talking points and follow-up discussions . . . questionnaires will include an option for members of congregation to volunteer in variety of ways associated with capital campaign
- **Will – *one of advantages of Urban church is being surrounded by variety of wealth managers and major corporations - - - should they be included in our Capital Campaign?***
 - **Erin** – ask the question: what is the relationship between the corporation and Calvary?
 - **AK** – many corporations have corporate rules that discourage gifts to churches
 - **Will** – important to continuously revisit the development phase of the campaign to reaffirm commitment to the process
- **Len – *in previous campaign there was an emphasis on the infrastructure of maintenance to the building . . . have those issues been addressed as we move into this phase?***
 - Scott – some issues have been addressed out of necessity and the current campaign will be include ongoing maintenance and a separate figure for organ maintenance
 - Laura – much of the maintenance has been moved into ongoing operational budgets
- **Shannon – *important to acknowledge that it has been 30 years since the last capital campaign . . . question of Erin and Mieke – if there are campaign failures, what are the reasons? Scott added to the question, focusing on the particular desired dollar amount***
 - **Erin** responded different dollar amount coming out of the feasibility study is not necessarily a “failure” - - - it's often more a sign that the congregation feels it has been listened to and the leadership is going to work within the financial parameters set forth by the congregation

- **Mieke** – shared story of a congregation that set an attainable goal of \$50k and raised \$75k . . . could not have happened if they had had, for instance, a \$2 million goal
- Erin and Mieke discussed various types of communications with the congregation . . . the importance of transparency . . . the importance of communication that shares how certain dollar figures are reached
- Erin and Mieke emphasized their ongoing availability to the Calvary leadership team

12:40-1:40 Lunch/Reflection (Off Zoom)

1:40 – AK explained afternoon session . . . Vestry will break out into “rooms” to discuss this morning’s conversations . . .

SIT Discussions - - Surprising / Interesting / Troubling aspects of this morning’s discussions. . . 20 minutes in breakout and then return to larger group . . . Each group should have a recorder and a report out person

Room 1 – Katherine J – spokesperson . . . Good mix of new and veteran Vestry . . . Incubator space . . . positive from so many perspectives . . . Having consultants on the call was so positive, especially knowing they are available on an ongoing basis . . . Onboarding members are just now hearing about the Calvary Place move . . . Use of space . . . Pros / Cons . . . Need for a recreational space... Ensure congregation is asked about priorities and what is important to you . . .

Group 2 – Madge, Katherine, Zach, Will.

- Madge – surprising / interesting - - - discussion of the working number associated with the campaign goal figure
- Will – trust the process and the work of the professional consultants
- Zach – Operations background . . . discussion of current working number / current construction cost increases / what if we short-change ourselves by not focusing on the long-term goals of Calvary . . .
- Katherine - Think boldly! Take a risk (not in a cavalier way) . . .
- Will – a matter or trust
- Madge – importance of education and being able to have conversations with naysayers
- Katherine – discussion of St. Mary’s / Holy Communion campaign success . . . blew past the goal ...
- Katherine – people want to be excited about something / to talk about something other Covid!
- Zach – discussions with Canon Sharon and Bishop Phoebe re: pledge amounts to Diocese.
- Will – praise for and confidence in the consultants
- Zach – key to note the entire Vestry is now on the same page

Room 3 – Shannon, David, Scott and John. . . . Began with discussion of the building . . . Architectural Renderings will be on display at the Annual Meeting, and also at the Formation Hour that day, with SMEs on hand to explain and answer questions. . . Capital Campaign opens a window to Calvary for the community, and to the community for Calvary . . . Responsibilities

and Opportunities associated with being THE Downtown Church, not just the largest and most active downtown church . . . Downtown needs a spiritual presence and it IS and HAS BEEN Calvary for years and years and years. . . . Having expert consultants as our guides is so positive

Room 4 – Paul, Cathy, AK and Greta . . . came away from the conversation with the consultants feeling very positive . . . \$15 million no longer seems a daunting figure . . . Calvary is / can be catalyst for downtown . . . Exciting to think about the new building, and yet a bit of trepidation about losing the historical feel to the building . . . Change is always difficult, even when it is for the good . . . Good to get perspectives from those who have been through previous changes at Calvary . . .

Room 5 – Laura, Jerry, Elizabeth, and Len . . .

Surprising

- Did not realize a capital campaign was in the works or that so much had taken place in the process.
- Difference between the two capital campaign discussions. One was more on historical preservation of buildings and space verses now looking outward.
- It's been 30 years since a capital campaign. And that we've stopped and started two capital campaigns even with Calvary seeming as functional as it is.
- How productive the Vestry retreat has been. History explained today was incredibly helpful.
- Some of this news is going to come of surprising...communications to ease people in these ideas and changes that a smaller group have been involved with especially with the changes of Calvary Place and helping people understand why! Help church understand the updates that have been made, not just the Calvary Park, but general maintenance and update to the buildings.

Interesting

- Having found such a knowledgeable campaign team.
- When Scott was talking about his three important points mentioned in the campaign. Especially interesting was the green space. Raised a question about how we'll approach post covid. Architecture seems to be focused more on air and people. Covid has made us realize that humans are vulnerable to nature, and we can't take our outdoor spaces for granted. If we can support this protection in the middle of downtown. The outside space can be transformed into many other uses.
- Being visibly authentic...exciting to think about how we open up Calvary through the pocket park, windows, children in services...movement from having closed off spaces and opening them up so people can see these opportunities.
- To be outside for worship and fellowship is encouraging. Adding flexibility to even indoor space like moveable walls. It's encouraging to think at how many ways we've used the outdoor space. As we are able to enhance hopefully it won't be an expensive place to maintain. Thinking through how to use outdoor spaces could also inspire multi-use indoors.

Troubling

- That it has not been discussed the percentage of young people and the demographics that we are in. How are young people considered as more a part of the congregation. Looking from both the future of the church and how they might participate in giving.
- Value a church that doesn't look at buildings for youth inclusion but it is an issue of how to keep young people included. How do we engage them in ministry just as we would engage new members or returning members? Remembering that not all young people are the same. Our demographics are very different.
- How to get the buy in to people supporting this effort when they are having to spend money elsewhere and don't necessarily have a philanthropic mindset.

2:45 - - - Moving Forward

Scott and Anna Kathryn

- Reflect on what you think the Vestry priorities need to be . . . 1/31 deadline
- How do we take all of today's thoughts and focus on specific ministries, communications, education, etc., and where does each member of this team want to focus?
- No need to "invent" tasks! Mieke and Erin are going to be our guides.
- Is there a specific area where each of us wants to concentrate our energies moving forward?
- Importance of reflection and communication within both the Vestry and the congregation as a whole ...
- Your moment of clarity may come at the annual meeting on the 30th - - - prior to the 1/31 deadline to submit your personal reflections!
- Post thoughts / comments / committee interests on Basecamp
- Scott - - - Additional comments on Calvary Place situation, background and updates, with emphasis on what we can say / not say, and why.

3:03 pm . . . closing prayer – Scott

Respectfully Submitted,

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Vestry Shared Values

Caring for All

Vibrancy

Courage

Heritage