

**St. John's Cathedral
Vestry Meeting Minutes
November 21, 2019**

6:00 p.m. – Vestry Meeting begins

Members Present

Bruce Barcelo, Tom Burrell, Martha Cox, Martha Greene, Chris Haley, Jayne Barry Hill, Joe Kincart, Jane Lester, Claude Moulton, John Sefton, Chris Steilberg, Patricia Young-Jones.

Guests

Deborah Baker, Larry Shughart & Tim Tuller

Quorum:

Yes

Treasurer

Charles Winney

Clergy/Staff Present

Dean Kate, Forrest Andrews, Syteria Torrence, Kitty Cash

Devotion/Opening Prayer

Patricia Young-Jones

Moment of Gratitude

Forrest Andrews for his hard work and devotion to the Vestry

Larry Shughart for his leadership compiling the Music Strategy report

Robert Hyde for his leadership and hard work as interim Facility Manager

Approval of Last Meeting Minutes

Claude Moulton made a motion to approve both the minutes for the 9/19/19 and 10/17/19 meetings. Tom Burrell seconded the motion. With no further discussion and no objection, the minutes were approved.

Music Strategy Report

Larry Shughart presented the Music Strategy Report compiled by the Music Strategy Committee.

Questions and comments from the Vestry members about the report followed. Vestry thanked the Committee for their very thorough research and compilation for the report. Attached is a copy of the report.

Finance Report

Syteria Torrence and Charles Winney reviewed the current financials with the group.

Council Updates: Consent Agenda

- Worship, Music, & Arts
 - Jane Lester moved that the 2 items below be voted on and approved by the Vestry. After a vote of 5 yeas and 8 opposed the motion was not approved.
 - Monies received from non-liturgical special music events will be put into the Special Music Fund which is separate from the Cathedral's general operating accounts.
 - All musical events at the Cathedral are to be curated and approved by the Canon for Music.

Dean's Report

- The Cathedral is close to completing the hire of a Vicar. Fr. Bob Dannals' biography was presented to the group. A Letter of Agreement is in the process of being approved.

Other Business

- Vestry members were each given a short list of calls to make to parishioners who had not yet renewed their 2020 pledge. Vestry members made calls to those parishioners and reported the results from the calls to Dean Kate.

Dates to Remember:

- Sunday November 24th, Corse, Lane, Newton Luncheon
- Thursday November 28th, Thanksgiving Eucharist and Dinner
- Sunday December 1st, First Sunday of Advent
- December 4th, Steve Busey Reception, Sarah Symons book signing in the bookstore & Christmas in the Cathedral

Closing Prayer

With nothing further, the meeting was closed in prayer.

Minutes submitted by Kitty Cash.

St. John's Cathedral
Music Program
10 Year Strategy Development
Final Report

November 2019 FINAL
Submission to the Vestry

Committee Members

- Larry Shughart – Amateur Musician, Business Consultant, Parishioner
- Tim Tuller – Canon for Music
- Debbie Baker – Vestry Member, Choir Member, Business Professional
- Jorge Pena – JSO Musician, Community Leader, Parishioner
- Rachel Clifton – Bolles School Choirmaster (ret.), Former Catholic Church Organist
- Mary Helen Solomon – Episcopal School Choirmaster (ret.), Eastman School Educator
- Ashley Laneve – Parent, Parishioner, Business Professional

Advisors

- The Very Rev. Kate Moorehead, Dean
- The Rev. Dr. Douglas Dupree, Bishop's Institute for Ministry & Leadership
- John Anderson, Former Sr. Warden, Strategy Expert

The Music Strategy Committee Mission Statement

“To identify and implement actions that will expand on our current success and transform our Music Department into a nationally recognized program.”

- Our success will be measured by future outcomes:
 - Quality delivery of classical church music
 - The wise use of facilities, staff, and members that enable the Cathedral to be a center of excellence for Musical Performance in the North Florida region
 - Strong partnerships with area schools, arts programs, and other churches that provide opportunities for both partners that could not be accomplished alone
 - Programs that encourage children & youth to participate in musical activities & gain an appreciation for classical music as evidenced by their continued participation & support of music into adulthood

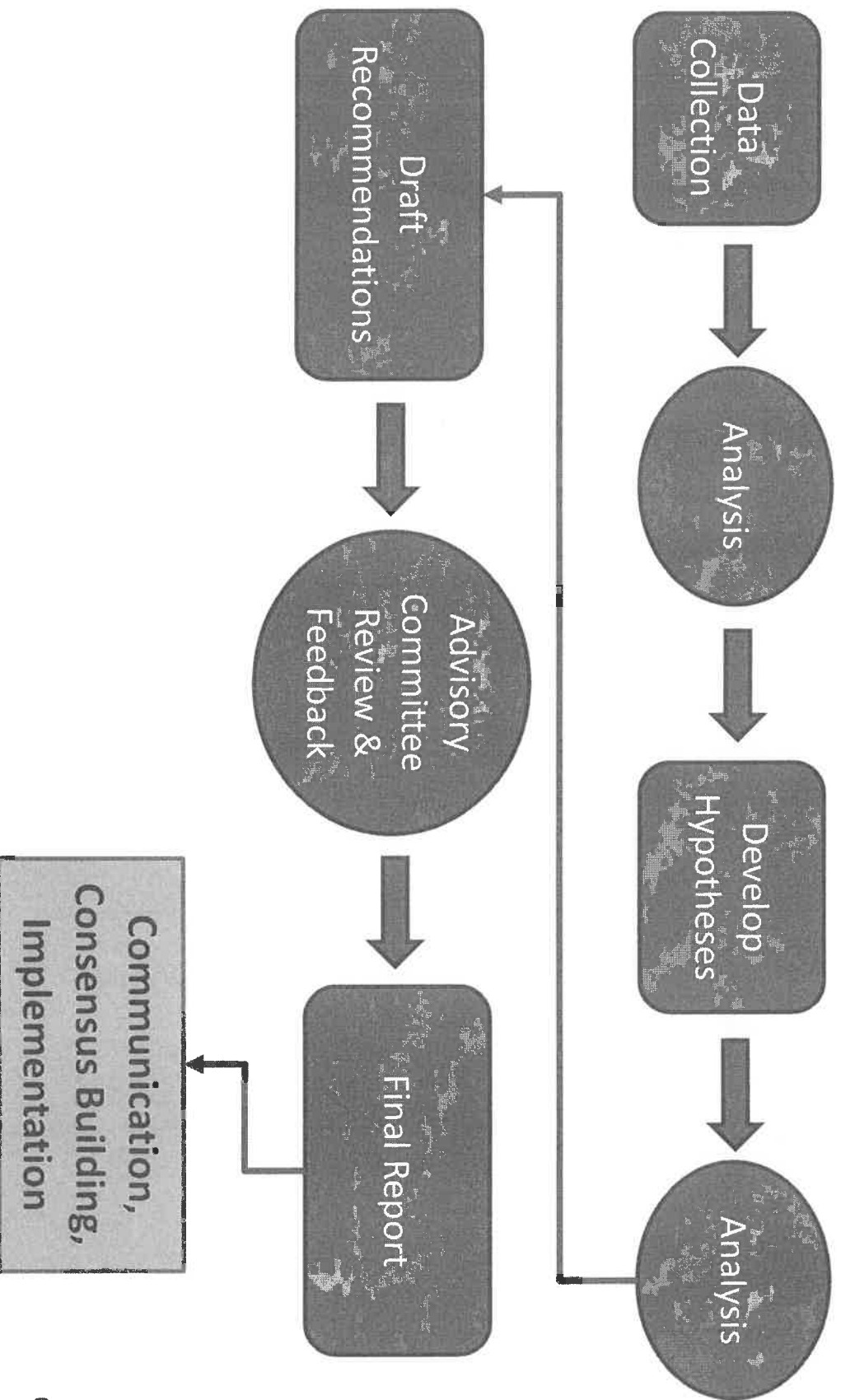
Goals of St. John's Cathedral Music Program 10-year Strategic Plan

- Ensure we do not become complacent as regards our music program
- Guard against our music offering becoming stale and/or predictable
- Put structures in place to protect the quality music programs we already have
- Provide children & youth more opportunities to learn & appreciate classical music
- Evolve by investing to expand our musical offerings
- Leverage the value of our music program in worship, evangelism, and outreach
- Strengthen our ties to the community through partnerships with outside music groups, local schools, and other churches
- Make the music program exciting & challenging enough to retain Tim Tuller & attract other nationally recognized musicians in the future

We gathered extensive data as input to our analysis

Data Sources Relied Upon	# of References
Documented our current & historical Music Program offerings, activities, successes, challenges, and gaps.	40
Benchmarked nationally renowned church music programs plus notable examples in Georgia & Florida - personal interviews & site visits.	20
Gathered written survey responses from member churches of the Florida Diocese & compiled a catalogue of Diocesan Music Resources & needs.	50
Reviewed past Cathedral parish surveys & strategy documents.	4
Conducted workshops & focus groups with various Cathedral representatives	15
Visited community musical groups, charities, programs, and explored ways to collaborate	10
Interviewed officials & teachers from CAP & area schools to discuss opportunities to work together	20
Performed Literature Review & noted recent trends & findings as documented by academic studies, experts' articles, and case studies.	20

Committee Work Flow



Our analysis found that St John's Cathedral has a STRONG musical foundation with many leading attributes on which to build

- Tim Tuller is one of the finest organists, choirmasters, and musical leaders
- Our Cathedral Choir's musical quality & repertoire are among the best
- The SJC Pipe Organ is an excellent instrument able to attract world-renowned players
- Both the Cathedral space & Talliaferro Hall are very well suited to concerts & recitals
 - Good acoustics, large spaces for performers & audiences, good lighting, easy access to reception areas
- SJC includes more instrumental supplements in worship than any of the liturgical churches in our benchmark study
- Most of the leading church music programs do not offer both “contemporary” & “traditional” musical styles; they excel at fully embracing one or the other approach.
 - The North Florida Region has many successful, large music programs with only contemporary worship
 - The churches that do offer both styles do not do a good job with the “contemporary” style
 - Some churches that offer both styles do not use their music staff in the “contemporary” worship service

Other leading church music programs in our benchmark analysis have common attributes missing at St. John's Cathedral

- Offer at least one (and often two or more) evensong/vespers/musical services per month
- Sponsor a “Concert Series” comprising of 2 to 6 large musical presentations per year
- Host a regular schedule of organ recitals
- Have 2 to 3 full time music staff to plan, administer, and lead the large number of musical events & various musical groups at the church
- A larger portion of the churches’ total budgets allocated to the music program
- State-of-the-art websites, communications, newsletters, and promotional materials that highlight, advertise, profile, and showcase musical events, musicians, and compositions

Based on our analysis, we identified key strategic initiatives with action plans, timelines, and resource requirements

- 1) Strengthen the quality of the musical offering at the 8:00 & 9:00 Sunday Morning Services
- 2) Create a new program structure for youth (6th – 12th Grades) to keep them engaged in Cathedral Music upon their graduation from the Choristers program
- 3) Add additional Music Program Staff including a Music Administrator & Associate Director
- 4) Increase the Music Director's compensation package to include fully funding continuing education & offering a 12 week paid sabbatical tied to a contract extension
- 5) Make St. John's Cathedral a recognized Center of Excellence for Music Performance in the North Florida Region in collaboration with schools, CAP, community groups, and other churches
- 6) Support the development of a regular 4th alternative worship service at Sunday 5:00 PM, centered around various musical offerings, musical styles, and liturgical formats
- 7) Leverage the Music Program to offer increased programs targeting evangelism & outreach
- 8) Rehabilitate the 2nd Floor Music Suite to maximize the efficiency, effectiveness, & attractiveness
- 9) Identify new sources of revenue to fund Music Department operating expenses
- 10) Launch a Capital Campaign development effort to fully fund the Music Endowment Fund (currently named the Stanly & Claudia Gordon Fund)

1) Strengthen the quality of the musical offering at the 8:00 & 9:00 Sunday Morning Services

- The committee identified four options
 - Increase variety of styles at 9:00 service - e.g. not just piano all the time. Use organ & mix celebration hymnal with 1982 hymnal
 - Use more guest musicians to supplement 8:00 & 9:00 service with “music in worship” or instrumental accompaniment
 - Add paid cantor to 8:00 service to lead/strengthen congregational singing & embellish the service with increased use of chanting & musical responses in the liturgy
 - Add 4 paid leads to Celebration singers to strengthen parts, guide amateurs, and provide teaching to younger members
- Dean Kate liked all four options
- With the support of several financial benefactors, all four options were adopted on a trial basis beginning in January 2019
- If the one year trial period is deemed successful & beneficial, the cost of continuing these additional musical offerings should be included in the regular 2020 budget process

2) Create a new program for youth to keep them engaged in Cathedral Music upon graduation from the Choristers program

- The benchmarking exercise identified several strong music programs around the country with successful intergenerational choirs. The heritage of these programs stems from:
 - Traditional “men & boys” choirs morphed into co-ed intergenerational choirs
 - Churches similar to ours with a floundering youth music program. The youth who wanted to continue to sing were included in the adult choir, rather than performing with 4 or 5 weak voices in an embarrassing “youth choir”
- The Committee recommends transitioning the “Celebration Singers” into a non-auditioned “Parish Choir” & inviting all ages groups 6th grade & older to participate
 - Many youth already attend & participate in the 9:00 AM service
 - The addition of college-aged paid-interns as section leaders bridges the generational gap between existing older members & future youth members
 - The Parents Focus Group & Dean Kate support this idea
 - Details on rehearsal times, participation requirements, and schedule commitments need to be worked out
 - Suggested launch date of Fall 2019 after Rally Day

3) Add additional Music Program Staff including a Music Administrator & Associate Director

- The analysis found that the leading church music programs of the size & quality that we desire require 2 to 3 full time Music Staff supported by part time specialists
- The committee recommends an incremental approach to increasing our Music Department Staff
 - 1) Add a part time Music Administrator in 2019 to evolve into a full time position after one year, allowing 40% of Tim Tuller's time currently spent on administrative tasks to be redeployed to expanded music programs
 - 2) Expand the annual budget to ensure staff singers are paid at market rates and to sustain the quality of the Cathedral Choir
 - 3) Starting in the middle of 2021, add a new position of Post Graduate Music Associate, a two to three year position designed for candidates who desire a career in church music from leading music conservatories or university programs specializing in sacred music
 - In our mission as Cathedral, we can offer a formative experience to these young professionals & create a pipeline of qualified music leaders to be promoted into our Diocese & the larger Church
 - Some of the duties & responsibilities currently handled by part-time staff should be folded into this position as the incumbents retire and/or relinquish their post

4) Increase the Music Director's compensation package to fully fund continuing education & a 12 week paid sabbatical

- Recommend \$4,000 be budgeted each year for continuing education
 - Tim Tuller's contract calls for 2 weeks of continuing education each year
 - Historically, the Cathedral did not provide sufficient funds to cover Tim's travel to attend professional conferences and/or enroll in a training class: Each trip costs: \$500 airfare, \$500 training course, \$1,000 lodging, meals, etc.
 - Additional travel expense budget for Tim is warranted to cover out-of-town choir trips
- Our research found some Music Directors are offered paid sabbaticals
 - Sabbaticals not typically included in the employment contract; often awarded on special anniversary dates or to recognize an extra-ordinary accomplishment
 - Some churches include the Music Director in their Clergy sabbatical policy
 - When sabbaticals do occur, they are usually after 10 or more years of tenure
- Recommend offering Tim Tuller a 12 week paid sabbatical
 - Scheduled to occur after a new Music Associate has been hired & trained to lead the Music Program during Tim's absence (target for Summer of 2022)
 - Budget required to offset sabbatical expenses
 - Dean Kate should work with Tim to design a meaningful sabbatical program
- Tim Tuller's base salary is commensurate with prevailing market rates; recommend annual increases as deemed appropriate

5) Make St. John's Cathedral a recognized Center of Excellence for Music Performance in the North Florida Region

- A few Jacksonville musical groups already perform at the Cathedral, benefitting from our venue, promotions, and reputation; we can do more.
 - Local High School Musical Groups
 - Local College/University Musical Groups
 - Volunteer Community Musical Groups
 - Local Music Professionals recital venue
- Musical concerts attract people not affiliated with a church, some who become members being introduced to the Cathedral through music.
 - Out-of-town professional musicians/groups
 - Local professional musicians/groups
 - Military Bands & Choirs
 - Visiting Church Choirs (exchange with SJC ?)
 - Visiting College Choirs
 - Establish Organ Recital Series
- The Committee recommends that the Dean & the Vestry support the Canon for Music in inviting & promoting more musical performances at the Cathedral
 - Historically, choir members & volunteers handled the advertisement/promotions of Cathedral musical events due to lack of centralized staff
 - We recommend the SJC Communications Department & Music Administrator leads/coordinates all advertisement/promotions of musical events to ensure consistency & maximize impact

6) Develop a regular Sunday Musical Offering at 5:00 PM, including various musical styles and liturgical formats

- Recommend initiating a Sunday Evening Musical Offering
 - 5:00 PM time slot has proven viable at the Cathedral
 - Not offered in summer; earliest “regular” service could begin Advent 2019
 - Each week would be a different style musical offering to ensure a fresh variety
 - Would include our existing evensongs, and may have additional vespers, compline, Taizé, etc.
 - Would include recitals, concerts, guests from out of town, and other community groups
 - Cursillo has requested some times to share their songs & music with others, in addition to Ulteara
 - Would utilize Taliaferro Hall, Cummings Chapel, or the Cathedral as appropriate to the offering
 - May occasionally be a communion service (e.g. on any 5th Sundays of the month)
- Dean Kate’s Requirements
 - A priest or clergy would not always have to be present; a qualified lay person could serve as the host/leader
 - Some time must be devoted to connecting the musical offering to the church including: reading a passage of scripture, saying a prayer, and/or offering a short homily that connects the history & message of the musical selections to our spiritual life
 - Everyone attending the musical offering should be encouraged to join in a social time afterward at a local establishment within the Cathedral District
- All performing musical groups must be invited & approved by the Canon for Music to protect our reputation for reverence & quality

7) Leverage the Music Program to offer increased programs targeting evangelism & outreach

- This strategic initiative seeks to find the multiplier effect by focusing on leveraging existing programs, not starting new programs
 - Utilize existing music programs to support evangelism and/or outreach goals
 - Add a musical component to existing Evangelism and/or Outreach programs to strengthen, embellish them, & assist them in achieving their goals
 - The Committee worked with the Focus Groups & relevant Councils to identify and prioritize the program areas with the most potential
- **Evangelism ministry**
 - Use the 5:00 Sunday Musical Offering as an evangelical tool to introduce the unchurched to the Cathedral, particularly people who grew up in a liturgical denomination (Episcopal, Lutheran, Catholic, etc.)
 - Return the Palm Sunday Downtown to be a city-wide event led by the DESC, incorporating a short music program on Hemming Square -- promote the activity to unchurched citizens; introducing all of the down-town denominations
- **Outreach Ministry**
 - Create a central calendar of events, including Musical concerts & offerings, where all DESC congregations and Cathedral District churches can enter their future events
 - Will reduce competing musical events from happening at the same time
 - Will provide a resource where we can post and promote each others' upcoming musical events
 - Provide music for Cathedral Towers' worship services & "Church Without Walls"
 - Both ministries can be a variety of musicians, groups, choir, instrumentalists, youth, Cursillo, Celebration Singers, etc.
 - Will require additional slots for "Volunteer Coordinator" to fill. Recommend we start with just once per month to see how it goes and expand to more frequently as we are able

8) Rehabilitate the 2nd Floor Music Suite to maximize the efficiency, effectiveness & attractiveness of that space

- Must urgently address water leaks, safety issues, & building code compliance
 - Estimated budget requirement:
- The SJC Music Library is comprised of over 1,000 works valued at over \$125,000
 - Over 200 of our library pieces are no longer published and are irreplaceable
 - Currently, music cabinets are scattered about in hallways, conference rooms, offices, rehearsal spaces, etc.
- Recommend converting all or part of Room 202 into the Music Library
 - Provide a single library space that is quiet, secured, well organized, fit for purpose
 - Will dramatically reduce clutter, congestion, noise, & inefficiencies of current space
 - Room 202 is currently used just a few hours per week, not in Summer, for a Sunday School class
 - Benefactor(s) have been identified to fund this initiative:
- Recommend making cosmetic updates to fit & fixtures with minor adjustments to improve work efficiency, space utilization, traffic flow, lighting, etc.
 - Estimated budget requirement:
- Recommend deferring total rehab of Music Suite (i.e. gutting & starting over) as too expensive and not necessary at this time

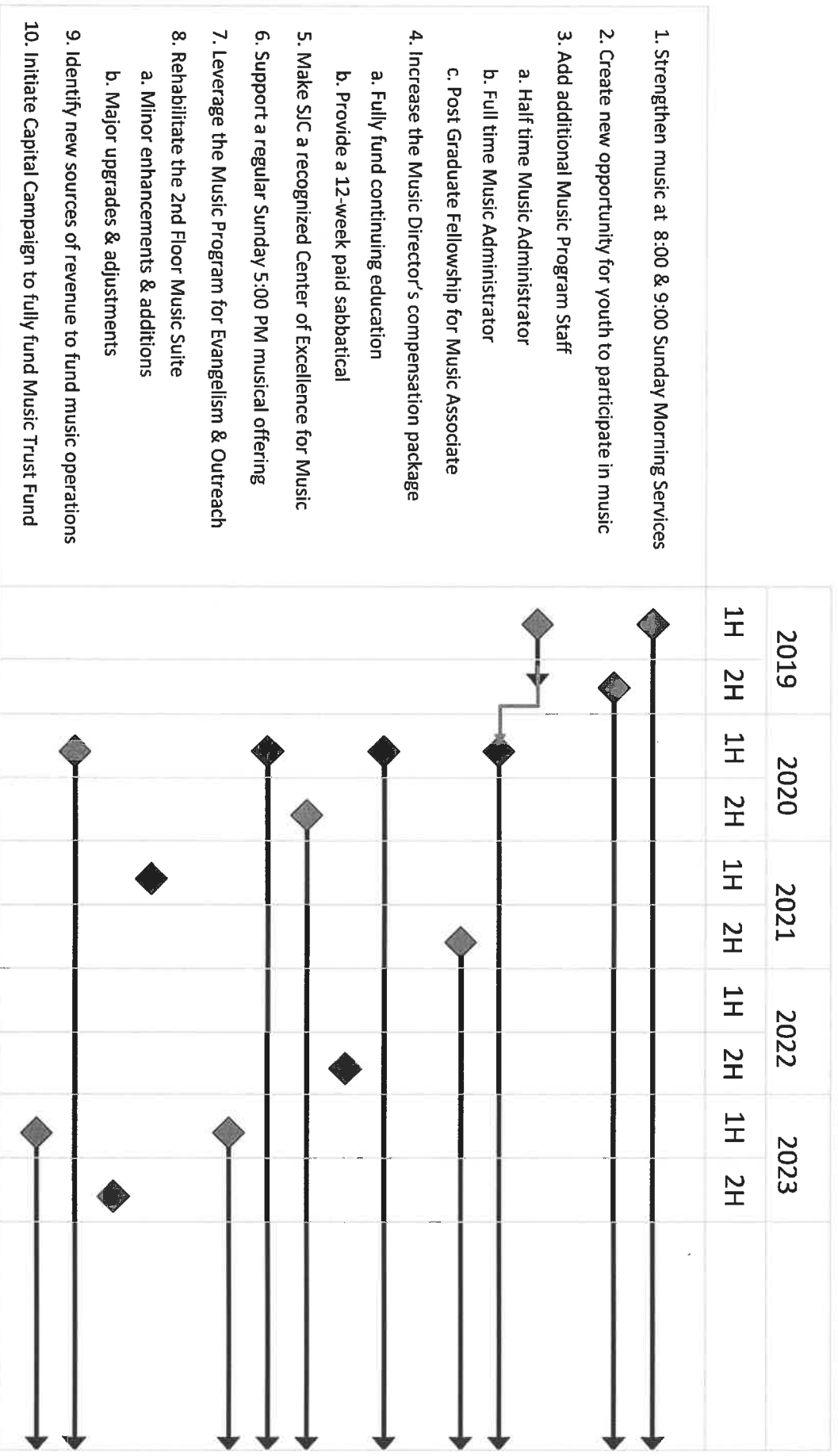
9) Identify new sources of revenue to fund Music Department operating expenses

- The Committee recommends increasing fees for providing music to special events such as weddings, funerals, Baccalaureate, etc.
 - Worship Council is taking the lead on this initiative. We reviewed & support their efforts.
 - We should be charging market rates for supplying organist, singers, and instrumentalists
 - The fees at several of the benchmark churches were higher than current SJC fees
- The Committee recommends that revenue from the 5:00 PM Sunday Musical Offerings be credited to the Music Program budget to offset costs
 - We recommend musical offerings featuring a professional group or out-of-town organization are ticketed events with advanced purchases and tickets for sale at the door
 - Tickets are widely accepted and used at other churches, especially for events designated in a “Concert Series”
 - Finance Committee reviewed & supports this recommendation
 - Worship services with liturgy cannot be ticketed
 - We recommend adopting a policy that guest musicians at non-ticketed musical offerings share the offering plate proceeds 50/50 with the SJC Music Program
 - SJC is therefore not committed to paying guest musicians upfront
 - The musicians get value from the free use of our facility & support staff
 - The guest musicians will help promote & advertise their own event (coordinating with the Cathedral Communications) knowing the more people who come, the more money will be put into the offering plate
 - Budget for additional choral services featuring Cathedral Choir should follow current practice
- SJC can offer the future Music Associate as a substitute organist to other area churches for a fee, generating revenue to offset some of the additional staff cost

10) Launch a Capital Campaign development effort to fully fund the Music Endowment Fund

- It would be useful to set a goal to have at least \$1 Million in a permanent Trust Fund to support the Cathedral Music Program
 - In our focus group sessions, many people asked “What is the goal for the Cathedral Music Endowment Fund balance?” – a stated goal provides clarity on the target and how much we need to get there
 - The existing “Stanley & Claudia Gordon Music Endowment Fund” has a balance is approx. \$ 60,000
 - A \$1 M balance would yield about \$40,000 per year or 25% of the long-term pro-forma operating budget
- The Cathedral Development Office should lead strategy, structure, & timing of the Music Capital Campaign with necessary support from the Music Department
 - Highlight how music is a compelling ingredient in the Cathedral mission to attract people to Christ and to Worship God
 - We do music because Christ wants us to be blessed through music bringing us closer to God
 - A substantial Permanent Fund will enable the Cathedral to attract world-class talent & staff by demonstrating that our program is sustainable & predictable, shielded from business cycles, demographic shifts, and/or societal trends
 - The Development Office assured us that launching a Capital Campaign for Music can be done simultaneously while raising money for other Cathedral programs & needs by identifying and meeting one-on-one with donors having a penchant for music
- The Music Strategy Focus Group tasked with analyzing the Endowment Fund recommends three initiatives be embraced to incentivize large donations:
 - Offer the Naming Rights of the Pipe Organ (Recommend \$250,000)
 - Create an “Endowed Chair” program naming Directors & Choir Principals (6 positions @ \$50,000 each)
 - Produce one Spectacular Musical Event per Year as a benefit for the Music Trust Fund (250 tickets @ \$150 each less expenses = \$25,000 per year)

Initiatives should be implemented as resources are available and staff is in place to manage additional activities



Implementing this Strategic Plan will transform St. John's Cathedral into a national example of using music to share Christ's message

Line Item	Fiscal 2024 Pro Forma	Comments
Salaries -Choir	\$50,000	- Increase in number & rates of paid singers to sustain & improve quality
Salaries - Support Staff	\$60,000	- Evolve part time Music Administrator to Full Time
Music Associate	\$50,000	- Costs to add 2 nd conductor including benefits, costs offset by absorbing duties of previous part time staff & subs
Payroll Taxes	\$16,000	- Formulaic requirement to cover all guests, choir, and staff
Special Music	\$15,000	- Increase in number & rates of paid instrumentalists to expand programming
Office Supplies	\$ 2,000	- Growth needed to support expanded programming
Music Library	\$ 3,000	- Growth needed to support expanded programming
Instrument Maintenance	\$ 2,000	- Line item for routine maintenance. Major repairs & replacements to be funded from Music Trust Fund
Continuing Ed	\$ 6,000	- Cover full costs for 3 weeks across 2 Directors
Music Income	(\$48,000)	- Funds generated by special music services & expanded number of programs
Total	\$156,000	An annual budget increase of 12% per year for the next 5 years is needed to support the implementation of the Cathedral Music Strategy

We request the Vestry to implement this Music Strategy

- Accept our report and certify the action plans underpinning the Strategic Initiatives
- Sunset the Music Strategy Committee and fold activities into the WMA Council, Properties Committee, Development, etc.
- Commission Tim Tuller to operationalize the Strategic Initiatives according to the recommended timeline
- Strive to achieve a 12% annual music budget increase each of the next five years to support the Strategic Initiatives
- Energize the Music Endowment funding campaign with a goal to raise \$1M within five years

Christian Formation 2019-2020

Recent update may include:

- a) Excellent response to the Yoga and Christian Prayer Quiet Garden
- b) Good turnout for High School Youth Group sessions
- c) Minimal turn out for Middle School Youth Group sessions
- d) Upcoming Yoga and Christian Prayer Contemplative Retreat at Camp Weed

Christian Formation Program Offerings St. John's Cathedral 2019-2020 Formation for Transformation: The Way of Discipleship

Christian formation is the lifelong process of growing in our relationship with God, self, others, and all creation. Every experience in our lives can provide us with the opportunity to express our faith; the challenge we face is recognizing these opportunities and learning ways to live a sometimes counter cultural life in a secular world.

At St. John's we offer many opportunities for people of all ages and stages to come together every day of the week, to "read, mark, and inwardly digest" the Word of God, the Love of Christ and the many different ways to express our faith. We believe that through Christian Formation we can be agents of Transformation and thus our logo: Formation for Transformation.

Please join us in one or two or any number of these formation opportunities. If you have any questions about any of the offerings, please call Owene Courtney, Chair of the Christian Formation Council/Director of the Center for Prayer and Spirituality or Donna Myers-Perry, Director of Parish Life.

Sundays

Adult Formation 10 – 10:50 am

1. Dean's Forum – Taliaferro Hall – 30 minute lecture and 15+ minutes table fellowship
 - a. September 8 – December 1st
Angels Apostles and Anglicans: Pondering the Book of the Apostles,
Dean Kate
 - b. September 22 – Becca Stevens and Thistle Farms
 - c. Epiphany – Pentecost = Bible study- Genesis Robert Alter
2. Coffee and Conversations – 3rd floor Room 305 – Join new immigrants and refugees to practice English over coffee
3. Education for Ministry – Off campus 4:00 -6:00 (for more information speak to Dean Kate or Father Allen)
4. *Welcome to Our Worship: Learn about St. John's* – Cummings Chapel

Adult Formation – Sunday afternoons

1. Discipleship Groups – 12 – 2, various places, for more information speak to Owene Courtney
2. Walking the Mourner's Path – 12:30 – 2:30

Youth Formation – 10:00 – 11:00 am

1. 6 – 8 grades – Rite 13 Undercroft
2. 9 – 12 grades – Journey to Adulthood in Room 304

Children's Formation 10 – 10:50 am

1. Children's Chapel – During 9 and 11 am services. Children follow the cross to Children's Chapel and then return after the peace
2. Godly Play
 - 3 – 4's – Room 104
 - K – 2nd – Room 103
3. Grade 4 – 5 Tweens – Room 302

Nursery – 9 am – 12:30 pm Ingram Lounge (temporary location)

Weekday Formation

1. Tuesday
 - a. Discipleship Group – 9 – 10 rm 305 (for more information speak to Owene Courtney)
 - b. Yoga – 5:45 – 7:00 Cummings Chapel
 - c. Education for Ministry – 6:30 – 8:30 (for more information speak to Dean Kate or Father Allen)
2. Wednesday – Wonderful Wednesday Supper 5 - 6 and Classes 6 – 7 or 8
 - a. The Painting Place - 6:30 – 8:30 – Painting Room
 - b. *Walk in Love* – September - Lent – 6:00 – 7:00 Cummings Chapel - Joe O'Shields
 - c. Catechumenate : Evangelism and Formation in preparation for Baptism, Confirmation or personal spiritual growth – Easter concluding with Baptism, Reception, Reaffirmation or Confirmation for those who are interested on Pentecost Sunday
 - d. Youth Programs – Youth Room 6:00 – 8:00
 - e. Let's Talk Civil Discourse – Second Wednesday of the month 6 – 8 ?
 - f. Rev. John Rogers - "God's People: Revisiting our Moral Compass" on Wednesdays at noon on Oct 30, Nov 6, 13 and 20th. Ingram lounge
3. Thursday
 - a. Shakespeare Reading Group 9:30-11:30 Ingram Lounge
 - b. African Bible Study with Father Allen 11 – 11:45 Cummings Chapel Followed by Holy Eucharist
 - c. Discipleship Group 2 – 3:30 (for more information call Owene Courtney)
4. Friday
 - a. Daughters of the King Bible Study –
 - b. Cathedral Writers I (time to be determined) Room 305 once a month (for more information call Owene Courtney)
5. Saturday
 - a. Quiet Garden Mornings 9:30 – 12:00 Room 305, Cummings Chapel or off campus - 2nd Saturday of the month. See website for Center for Prayer and Spirituality for more information.
 - b. 12- Step Adult Children of Alcoholics 9:30-10:30 Room 305
 - c. 11-Step Meditation 9:30 – 10:30 Bernie Dooly Library Room 301 (2nd Saturday)
 - d. River City Mindfulness Group facilitated by Lisa Duncan – Saturdays 10:30 – 12:30 (location to be determined)

Development-Stewardship Council Report
November 21, 2019

2020 Stewardship Update

2019 Pledge Budget: \$1,200,968.81

2019 Pledge Actual: \$905,953.71

2019 Total # of Pledges: 374

2020 Pledge Budget/Goal: \$1,300,000

2020 Pledge Actual: \$952,414.96 as of 9/30/19

2020 Total # of Pledges to Date: 236

2020 Pledge Match: \$65,000

2020 Pledge Match Achieved: \$120,930.96

of Pledge w/ Increase: 117

of New Pledges/Didn't pledge in 2019: 23

*Match needs to be added to Total.

Development Update

2019 Major Gifts

A.). Hakimian Family Nursery: \$100,000

B.). Busey Multi-purpose Room: \$56,000 - 1-\$10K gift to be paid over 4 years

Expenses for Construction: \$126,000

Expenses for Plaques/Signage: \$6,000

Expenses for invites/mailings/receptions: \$ 1,500

C.). Green Spirits-Plastic Fast/Church Supplies: 4-year gift of 60,000

\$15K/yr. with one-time \$10K
in 2019

D.). Parrish Gift - \$50K Revenue (Gift should have been unrestricted, and all gone to general operating). Daughters determined gift should be restricted to new wood flooring in Taliaferro foyer and miscellaneous gift to (\$1 to \$2.5K) Celebration Singers.

Floor Expense: \$30,000 with plaque

Cathedral Builders Fund - Annual recurring membership program designed to pay for postponed/unexpected building maintenance issues. Nearly 30 members to date. One member made a gift of \$3,000. Raised \$27,000 to date

Special Music Programs - This year's matching pledge gift resulted in an increase directed to music.
E.). All American Boys Chorus - First-time ticketed event.

Legacy Society

Conducted 1st Legacy Society event October 13th that was hosted by Oaklawn Cemetery. 3 Subject matter experts presented on best practices for preserving your legacy. Approximately 30 guests attended. Several attendees were already Legacy Society members. Four expressed interest in becoming members.

Brown Recognition:

Bookstore Signage/Photo frame/Bldg Expenses. Plaque: \$3,500

Corse Lane Newton Recognition:

Mailing/Portrait Photo Shoot and Framing/Luncheon Expenses: \$5,000

ST. JOHN'S CATHEDRAL OUTREACH

COUNCIL REPORT 11/21/19

OUTREACH IS ALIVE AND WELL AT ST. JOHN'S CATHEDRAL!

- Last meeting on October 27th attended by Father Raja, Joan Burchell, and Lynn Doiron.
- November 17th blood drive took in approximately 19 donors.

UPCOMING ACTIVITIES

- Blood Drives scheduled in 2020: January 26, April 5, June 14, August 23.
- Church Without Walls project on December 24, 2019.
- Hunger Fight packing event on January 12, 2020. Targeting children and elderly in the areas of Raines, Rebault, and small pockets of Arlington. A percentage of the food will be retained for Blessings in a Backpack.
- Replenish our bedding supplies for Family Promise guests.

NOTES

- Discussion of needs for other ministries:
 - Immigrant Ministry
 - Ministry for Untouchables in India
 - DESC
 - Sulzbacher Center
 - St. Mary's Episcopal Church
- Blood Drives can be scheduled every 9 weeks. We are considering reuniting with the Methodist church next door as has been done in the past.
- Hunger Fight is partnering with the Dolly Parton Imagination Library. DPIIL is a literacy program that distributes books to children.
- Family Promise is complete for 2019. We will host again in 2020.
- In discussion: Volunteer event at a Habijax Restore.

- In discussion: Preparing quarterly lunches for Church Without Walls.
- In discussion: Guest speaker from an outreach program to present at a Council meeting.
- In discussion: Holding a Council meeting onsite at the Family Promise office next door.

ACTION ITEMS

1. Council meetings every 6 weeks.
2. Recruit more people to Outreach.

NEXT MEETING

8 DECEMBER 2019 / 12:00PM / ROOM 304

St. John's Cathedral
Worship, Music & Art
Council Vestry Meeting
Report November 19, 2019

The Worship, Music & Art Council ("WMA") met on Tuesday, November 19, 2019.

1. The WMA Council re-submits the following recommendations for approval by the Vestry at the Vestry's November 21, 2019 meeting. The WMA believes that the Cathedral should strive to grow its music ministry and adopt policies in support of that goal. A more visible and robust high-quality Music Ministry will benefit of the Cathedral's parishioners, serve as a means for attracting more people to the Cathedral to worship, and likely inspire more financial support through donations to the Music Ministry. Consistent with this goal, the WMA requests that the Vestry vote on the following four recommendations:

- a. Convert the Music Administrator role to full-time from part-time, with the position funded through the Cathedral's general operating budget. *(Note: estimated additional annual cost: \$12,000)*
- b. Monies received from non-liturgical special music events will be put into the Special Music Fund which is separate from the Cathedral's general operating accounts.
- c. Increase the budget for Special Music in 2020 to support current and additional music programming. *(2019 Budget: \$13,000)*
- d. All musical events at the Cathedral are to be curated and approved by the Canon for Music.

The four recommendations are all consistent with and included in a) the Canon for Music's goals for the next four years, commissioned by the Dean; b) the recommendations of the Directors of the Stanley and Claudia Gordon Music Endowment, Inc.; and c) the recommendations contained in the final Music Program 10-year Strategy Development Report prepared by parishioner Larry Shugart, at the request of Dean Kate.

2. The WMA heard from Michael Corrigan about the planned lay-led prayer service to be offered at the Cathedral at 12:10 p.m. on three Thursdays during Advent. For the past year, a group of parishioners from the Cathedral and from parishes throughout the Diocese have met on Saturdays at the

Diocesan Institute for training, study and prayer on their road to becoming lay prayer-leaders, licensed by the Bishop. Dean Kate has asked that the group lead a prayer service at the Cathedral on Thursdays during the noon hour. The service, to be called: "Quiet the Spirit, Prepare for Christ," will be offered on December 5, 12, and 19, 2019. The plan is to continue the Thursday offering in January into the New Year, in a format yet to be determined. Please watch for announcements for further details.

3. The WMA completed its budget requests for the 2020 Budget year for submission to bookkeeper Syteria Torrence. The proposed 2020 Budget for Worship, Music and Arts represents a \$5,600 increase over last year's budget. The areas of increase are: 1) \$3,600 for a Taize Eucharist planned for Wednesday evenings during the season of Lent; 2) a \$1,000 increase to the Sanctuary Guild's budget necessitated by the increased number of services offering the Eucharist, and the large number of funerals served; and 3) \$700 for Flowers. The total WMA Budget request for 2020 is \$17,500.

4. Citing the need for more acolytes, Head Verger Beth Wilson is offering private training sessions. Anyone interested in serving as an acolyte is urged to contact Beth Wilson.

Memorandum to Vestry
From: Bruce Barcelo, Jayne Hill
Subject: Parish Life Council Report

PLC Meeting 11/21/19

Fr, Jon Baugh
Bonnie Hardman
Jayne Hill
Bruce Barcelo

Scheduled council mtgs for the next year

COFFEE HOUR

Coffee hour hosting being handled Laura Eldridge coming on staff in a volunteer coordination role still part of PLC staff-driven, performed by Coffee Hosts. to coordinate better with unexpected new conflicting events.

Kate observation - more robust offering coffee shop-style offering ... being planned by staff. Will require some new small funding

Working to get coffee into Taliaferro

Invitation to coffee hour stapled to the visitor bags - also upgrading contents of the gift bags (PLC responsibility handled by staff)

Active recruitment outreach recruitment for coffee hours hosts. Laura will be the Volunteer Coordinator - individuals, newer joinees, parish groups such as Celebration choir

Thinking about a staffed welcome table

Also working out how to have a staffed Help Table in the back of the cgp

NURSERY

Emphasis on a welcoming ministry ... Rita is doing well ... Liesl is the responsible staff

8-12.30 service, difficulty in keeping people, working on it
Bob Dannals will be COO and Liesl to work him

We'll keep the burner on high and make sure that it's continues to be resolved - we're making sure that

ONBOARDING PROCESS

Focus on the Welcoming Moment

Working to formalize the onboarding processes, various approaches needed due to different sources. Letter changers are different from those approaching from other or no denominations

Transfer Membership
Member of the worship community

We key off a short welcome pew card that makes it too staff-driven;

Some models look at an online entry

Looking at In-service to standardize referral welcome process
Standard line is introduce you to a clergy person or call the office and talk to Judy. Judy Maurer certainly knows the process but not everyone does

Kicking around referral cards driving joiners to Judy or to the clergy person.

Quarterly welcoming swine and cheese, also a monthly lunch that's published somehow.
Emphasis on high-touch

HOSPITALITY ISSUES

Fr. Jon is the primary driver.

Kitchen manager is out so new organizing opportunities are in the offing

Thanksgiving and Christmas meals ... encouraging more families to participate

PARISH LIFE COUNCIL MEETING

Having a meeting in December 15, will do reports and read-outs, and to look forward