

**St. John's Cathedral
Vestry Meeting Minutes
November 18, 2021**

6:00 p.m. – Vestry Meeting begins

Members Present

Jane Lester, John Sefton, Claude Moulton, Martha Greene, Lisa McKenna, Glenn Guiler, Patrick Kimball, Barbara Fiser, Jayne Hill, Tom Serwatka, Donna Walker Bell

Quorum:

Yes

Guests, Clergy and Staff Present

Dean Kate, Debbie Johnson, Kitty Cash, Pam Searcy

Treasurer

Charles Winney

Devotion

Jayne Barry Hill gave the devotion.

Moment of Gratitude

Jay Wright, Jean Dodd, Chris Delaney, John Flynn, Sylvia Armsby and all the volunteers for their work on making the John Bunker Art Exhibit a success.

CD-J VIP Be the Light Event volunteers

Pam Searcy and the Development Council

Ted Pappas for his work with CD-J on the design review of the Vestcor development next door

Approval of Minutes for October 21, 2021

Moved to approve by Tom Serwatka, seconded by John Sefton. The motion passed unanimously.

Financial Update

Debbie presented the most recent financial statements reflecting through the first 10 months of the fiscal year. The trend continues as over the past months with revenues are trending higher than budgeted revenue therefore there has been a net income. Debbie asked anyone who had questions to please call her. Funds for the termite fumigation continue to come in and the amount required has almost been met.

Updated signors for the RSA account are needed. A motion was made to update those signors to include Sr. Warden, Jr. Warden and Property Committee Chairperson. Jayne Hill moved that those changes be made to the signature cards, Jane Lester seconded, and the motion passed unanimously with no discussion.

CD-Jax Report

Kate reported on attending the DDRB meeting and the decision by the board to reject Vestcor's design proposal for the apartments to be built on the site of the old YWCA.

Strategic Goals

The goals from each of the 5 Task Forces were presented by each Vestry member. They Goals presented are attached. (The goals attached are a compilation and updated version of the goals presented.) Many of the goals are interrelated.

Pledge Drive Update

Pam Searcy reported the pledge drive is well underway and has been very successful so far. The Vestry will make phone calls to those who have not pledged to date later this evening. Last year the calls generated quite a few pledges.

Sr. Warden's Report

There has been no response of the UF Lease.

The Nominating Committee is working to find a slate of nominees for Vestry and Diocesan Convention for the Annual Meeting to be held February 6, 2022 after the 10:00 am service in Taliaferro Hall.

Cathedral Cares- John Sefton reported the group continues with their research for the best care of the spaces.

Dean's Report

SJC attendance is on the same track as Kate's colleagues across the country. In person attendance is down by approximately 50% while online attendance is up that same amount. There are several family services planned over the next few months during the 9 am hour.

Giving is OK. Finance Committee is working on the 2022 budget.

The HVAC system needs a fan and coil replaced. Funds from the RSA account will be used at a cost of \$20,000. Jayne Hill moved to approve the release of the funds from the RSA account for that purpose. Jane Lester seconded. The motion passed unanimously with no discussion.

Closing Prayer

Minutes submitted by Kitty Cash.

Task Force # 1- Build our congregation and increase diversity

Increase size and diversity of the congregation including age; race/ethnicity; sexual orientation and gender identity. Encourage and support attendance by persons with disabilities

AP- Collect detailed head counts on in-person worshippers

KPI- Increase growth in membership by 5% by the end of 2022 and 1-2% each year beyond

Compare head count data to past records monthly/quarterly

AP- Survey church membership to determine what we are missing for current attendees and what would make SJC more welcoming to other community members (young families, elder populations, persons with disabilities, ethnic and racial minorities)

KPIs- Solicit Dupont funding to support survey

Design on-line survey

Collect and analyze data

Develop and initiate plan commensurate with resources

AP- Create 2-4 opportunities in which parents and students from the Cathedral School can participate

KPI- Track attendance at events

Hire new vicar (See Goal 2)

KPI- Include skills in engaging families with children

Have vicar in place by June 2022

Develop consistent and coherent marketing formats for all publications to get the SJC message out: Love at the Core

AP- Use fliers and posters to announce events art shows, concert series

KPI- Number of apartment buildings and store fronts agreeing to post special events –
Emphasis on Cathedral District of Jacksonville, downtown
Also Include San Marco, Riverside, Brooklyn Area

AP- Use local media outlets to announce special events (e.g., Melissa Ross, local residential news papers, utilize press releases)

KPI- Number of outlets announcing each special event

AP- Establish a data gathering system to track attendance at non-liturgical events

KPI- Head count of attendees

Review current programming: liturgical and non-liturgical (See 1.1. above)

AP- Recommend new programs

AP- Maintain and improve current programs

AP- Pause on current programs that are less successful

KPI- Survey congregation on potential new services e.g., Jazz, Contemplative
Offer new Christian formation programs for different interest groups

Task Force #2 Provide Enough Clergy and Plan for Succession

AP – Hire a Vicar full time 2022 both for immediate needs and succession planning

KPI- Develop job description & salary expectations

KPI- Determine source of funding

KPI- Fundraise to support the position

KPI- Interview and hire by April 2022

AP- Onboarding Vicar and Family

KPI- Determine relocation costs

KPI- Establish a welcoming team

Task Force #3- Increase Financial Resources

Increase annual giving

AP- Increase giving among current members

KPI- 2-5% annual giving increase from current members in 2023 and each year beyond

AP- Increase membership (See steps taken in Goal 1)

KPI- Increase growth in members by 5% by the end of 2022 and 1-2% each year beyond

AP- Hire consultant for end of year giving in Nov 2021, and per hour in 2022 going forward

KPI- Explore strategy for legacy giving and establishing a culture of giving.

AP- Build Legacy Society

Identify and list current legacy gifts

Refresh and republish legacy brochure

Plan 2 legacy workshops per year

KPI- Increase legacy gifts by 25 per year

Explore alternative endowments

AP-Merge Gordon Endowment into music programming

KPI- Accomplish in February 2022

AP- Survey congregation as to their passions

KPI- Based on survey results, decide about initiating a capital campaign to begin in 2023.

Continue to develop a year-round culture of giving

AP- Periodic teaching about giving opportunities: Groceries, Outreach, Mission work, etc

KPI- Two donor dinners in 2022

Invite/solicit special gifts for outreach needs or responding to natural disaster- at least 2 times per year

Develop Alternative Revenue Streams

AP- Open facilities for rental

KPI- Finalize UF Lease by Jan 2022

Finalize a list of costs for rooms, donor opportunities and rental charges

AP- Explore fundraisers with art exhibits/music events

AP- Explore collaborative fundraising opportunities with other churches

KPI- TBD

Task Force #4- Assure Maintenance and Preservation of Buildings

AP- Direct Properties Committee, using the 2019 Cool Solutions report, to prepare and circulate a list of maintenance and preventive maintenance projects including cost estimates.

KPI – Develop a list of items from the Cool Solutions report indicating their status (pending, completed, closed, etc.). This will be referred to the Properties Committee for development. Timeline: On or before March 31, 2022.

KPI – Develop a list of pending items from the Cool Solutions report indicating their order of priority, including cost estimates. This will be referred to the Properties Committee for development. Timeline: On or before March 31, 2022.

AP-Develop a preventive maintenance program with periodic inspections (using a pre-developed checklist) of the campus to see if there is any evidence of termites, water damage, etc.

KPI – Develop a checklist. Timeline: On or before December 31, 2021.

KPI – Develop and adopt a policy addressing the frequency of reviews of the campus including those individuals identified to perform these reviews and inspections. Timeline: On or before March 31, 2022.

1. Determine the feasibility of hiring either a part-time or full-time facilities manager, or contracting the position out.
 - a. KPI – Determine feasibility of the position. Timeline: November 2021 during development of the 2022 operating budget.
2. Ensure adequate funding is available for maintenance-related expenditures.
 - a. KPI – Determine maintenance-related needs. Timeline: On or before March 31, 2022.
 - b. KPI – Determine associated costs. Timeline: On or before September 30, 2022.

3. Review periodically the HVAC and other systems to determine adequacy, efficiency, longevity, and durability.
 - a. KPI – Conduct review. Timeline: initial review – on or before March 31, 2022. Follow-up review – on or before September 30, 2022.
4. Review expenditures that are currently funded by the Preservation Fund (and transferred to the Consolidated Properties Account) to ensure consistency with the fund's intent.
 - a. KPI – Conduct annual review of components of those expenditures funded by the Preservation Fund. Timeline: November 2021 during development of the 2022 operating budget, and annually thereafter.
5. Determine costs associated with refreshing, renovating, and repairing rooms intended to have future multi-use purposes.
 - a. KPI – Convene a sub-committee (possibly Properties Committee, Building Use Task Force, Vestry, others) to determine Cathedral's building use needs, and appropriateness of repairing and renovating various spaces on the campus. Timeline: On or before March 31, 2022.
 - b. KPI – Determine rooms to be repaired / renovated, prioritize, and determine estimate of costs if above group deems such repairs / renovations appropriate. Timeline: On or before December 31, 2022.
6. Inspect campus for risk management, including determining exterior security and safety needs as well as adequacy of the exterior lighting.
 - a. KPI – Develop report to address all security and safety concerns. This will be referred to the Properties Committee for development. Timeline: March 31, 2022, and monthly thereafter.

Task Force #5- Expand Music and Arts Programs

Music Portion

AP- Rebuild the Cathedral Choir (lost 6 good paid singers during the pandemic).

KPIs: Increase staff singer budget \$40K (we need a timeline);
Seek increased racial diversity (we need a timeline).

AP-Explore options for expanding/renovating the Music Suite with long-term plans for large music library.

KPIs: Move music library to room 202 by June 2022;
Work with Building Usage Task Force (we need a timeline).

AP- Expand music financial development – includes Stanley and Claudia Gordon account (currently \$60K).

KPIs: Identify a group of Jacksonville music philanthropists by June 2022.
Create portfolio of music space and offerings (2 materials from Debbie – communications team) by June 2022. Note: Larry Shugart and Kate will research prior documents to help with this KPI.
Create a list of needs and costs along with the Building Usage Task Force by June 2022.
Explore subscription programs and underwriting of anthems – development council and WMA by June 2022.

AP-Full-time Music Administrator and increase key events.

KPI: KPI by 2023

Art Portion

AP- Increase communication and coordination between Music, Art Exhibits and the Bookstore

KPI- Schedule an annual day-long retreat in June of 2022 to plan the academic year with all three groups present.

KPI- Meet together in January of 2022 to plan for the rest of the winter/spring.

KPI- Keep focus on spirituality as art and music plan for future events-ongoing

KPI- Connect with Cathedral District for Christmas Event and perhaps July 4th event

KPI- Plan for event honoring Juneteenth

KPI- Plan for CEEP event in March 2023

AP-Work towards publication of Stained Glass Window Book

KPI- Book committee to reconvene in January, create proposal for bids

KPI- Coordinate music concert with release of Stained Glass Window Book

AP- Explore classes and workshops to utilize the newly renovated Art Studio and Storage.

KPI- Building Use Task Force to create a list of rental fees for the space by June 2022

KPI- Development to create an opportunity for endowing and naming the space by June 2022

KPI- Art Guild to explore classes, artists in residence and other opportunities.

KPI- Schedule an Open House and Blessing of the space in early 2022.

KPI- Properties Committee to address signage with marketing staff