

Emmanuel Episcopal Church

Rapid City, South Dakota

July 25, 2016

Opening Prayer: Fr. Chris and the Vestry prayed Evening Prayer in the choir stalls of the Church.

Call to Order: The meeting was called to order by Fr. Chris Roussel, Rector at 6:47 p.m.

Vestry members Present:

- | | |
|-------------------------|----------------------|
| 1. Brian Allen | 5. Stewart Flanery |
| 2. Kelli Trebil | 6. Lynn Von Wald |
| 3. Richard Hatzenbuhler | 7. Jamie Clapham |
| 4. Richard Jones | 8. Julie Grundhoffer |

Vestry Members Absent:

- | | |
|--------------------------------------|------------------|
| 1. Michael Luciano, Senior
Warden | 3. Lynn Lafferty |
| 2. Bob Ermish, Junior Warden | 4. Peter Hansen |

Non-Vestry members present:

- | | |
|------------------------------|--|
| 1. Fr. Chris Roussel, Rector | 4. Mary Olson, Food Certificate
Coordinator |
| 2. Deacon Virginia Bird | 5. Ron Senne, Consultant |
| 3. Kim Morey, Treasurer | |

Introductory Remarks:

Rector Fr. Chris Roussel chaired the meeting, noting that both the Senior and Junior Wardens were unable to attend. Fr. Chris advised that the Vestry meeting will be largely informational with any major decision votes to be delayed either to an email vote or to the next meeting in August. Minor decisions, such as approval of the minutes or financial reports would be permitted with the Vestry's consent.

May Minutes:

The May, 2016 Minutes were distributed to Vestry members via email prior to the meeting. There was no June meeting held.

ACTION TAKEN:

Motion and seconded to accept May Minutes as written (*Jones/Von Wald*). Motion carries.

Treasurer's Report:

May Treasurer's Report and Balance Sheet was provided to the Vestry via email prior to the meeting. Treasurer Kim Morey reported that revenues are ahead of schedule for the year while expenses are below current budget.

Morey reported that there is no June report yet ready as our new accounting firm, Ketel-Thorstenson (hereafter, KT) awaits some final determinations to be made by Treasurer Morey. The decisions left to be determined are not related to revenues or expenses, but to the manner of reporting and the possible consolidation of some accounts.

KT accountant Tami James who is assigned to serve Emmanuel is planning to make the financial statements easier to read, especially in the Fund Balances section. She plans to combine all Fund Balances into a single line of reporting, though she will maintain a separate spreadsheet which tracks Memorial Gifts. That spreadsheet will be available to the Vestry at their request or at periodic intervals which they request. It is the goal of Tami and Kim to provide cleaner, easier to read financial reports each month.

Morey thanked the Vestry for voting via email on the KT proposal. He reported that thus far the new system is going extremely well and has the full and enthusiastic support of Fr. Chris and Office Manager Nanette Branch.

Tami James is assigned specifically to Emmanuel, therefore, we will not have various accountants in and out of the office working on our books. Tami has three churches, all of which use Church Windows Accounting Software. Furthermore, there are 3 or 4 other accountants at KT with Church Windows experience, serving as a backup to Tami when she encounters issues or problems. Morey noted that the KT contract has already proven to be a blessing for Emmanuel as great progress has been made in Emmanuel's accounting.

Kelli Trebil asked what frequency should be considered in providing the full Memorial Account Spreadsheet to the Vestry. Morey replied that it could be provided on a set periodic basis or upon request. Trebil suggested and the rest of the Vestry gave non-verbal consent that twice per year should be sufficient.

Jamie Clapham raised a question about lingering funds which are no longer applicable, such as small donations for an Episcopal Day School. Fr. Chris explained that prior to Betty Welke's departure, she was working to gather information on the source of those donations. Federal regulations require that the original donor be contacted and asked if they would like the donation returned to them or if they would allow reallocation of that donation. If the donor is deceased, a representative of the estate of the donor would have to be consulted. Morey confirmed Fr. Chris' question regarding the sufficiency of Emmanuel's ability to provide a general advertisement in its bulletin and newsletter announcing the desire to reallocate certain types of past donations.

Richard Jones requested a clarification of the Youth Group Fund Balance on the Balance Sheet. Morey explained the activity of that specific account.

Morey suggested that a Finance Committee be formed sooner rather than later to serve as a consulting body to the Vestry, especially as the budget begins to be formed prior to the Stewardship Campaign. Fr. Chris reported that he has several parishioners in mind, but would like recommendations and suggestions from the Vestry. Kelli Trebil asked what the ideal number for such a committee might be. Morey responded that ideally 5 or 6 would be effective, but that the work could be done by 3. Fr. Chris asked the Vestry to email him any recommendations or suggestions they might have of parishioners who could be of benefit to serving on the committee.

ACTION TAKEN:

A motion was made and seconded (*Flanery/Grundhoffer*) to accept the Treasurer's Report as provided. Motion carries.

Senior Warden Report:

In the absence of Senior Warden Michael Luciano, Fr. Chris covered the topics intended by Michael.

Food Certificates:

Food Certificate Coordinator Mary Olson explained the Food Certificate Program and its operation. Gift Cards (i.e. Food Certificates) for various stores in the area are purchased by Emmanuel from Church Response for the certificate's face value. Emmanuel parishioners, in turn, purchase those certificates also at face value. When the certificates are used, 3% of the purchase price is donated to Church Response while 2% is donated back to Emmanuel. Wal-Mart is an exception where the return is 2% to Church Response and 1% to Emmanuel.

Mary explained that Church Response began as a collaboration among Rapid City Churches following the 1972 flood. The organization continues to provide food, clothing, toiletries, utilities, and other needed items and expenses to over 800 people per month.

Church Response is investigating the possible use of a nation-wide program called Scrips. Scrips would allow a percentage of purchases at a wider range of stores and online websites to go to Church Response. There was no indication of what the percentage would be or if Emmanuel would be a beneficiary of Scrips purchases.

Until recently, the Food Certificate program was part of the Altar Guild because they had their own checking account and could generate checks for Food Certificate purchase faster than the office bookkeeper could, as the bookkeeper was dependent on one of the wardens or the treasurer to come to the office to sign those checks. Altar Guild has since remitted their checking account to the Emmanuel office and no longer oversees or takes responsibility for the Food Certificate Program. Currently, Mary Olson maintains the checkbook for Food

Certificates. In addition to Mary Olson, Vicki Sweet and Cora Koss have check signing authority on the account. Mary does a weekly balancing of the account and reports monthly to Emmanuel's bookkeeper, although with the new KT contract, it is unclear as to how that will be addressed.

Jamie Clapham asked who is responsible for deciding how the revenue from the 2% collected is spent at the end of the year. Mary explained that historically, the money has been donated to an organization or individual in need. When none could be identified, it has sometimes been reverted back to Church Response. Mary acknowledged that without Altar Guild participation, she assumed that Outreach would give her group direction on how to spend (or donate) the revenue. Fr. Chris explained that the Outreach Committee is moving away from being a check-writing entity and focusing more on becoming a service-oriented group.

Fr. Chris asked how much revenue was earned for Emmanuel last year. Mary said that she couldn't remember but that she thought it was about \$300. Fr. Chris and Lynn Von Wald said that they thought it was much more than that, perhaps \$1,200.

Fr. Chris suggested that without any direct organizational oversight of the Food Certificate program, it is probably best that the Vestry determine how the money is spent at the end of the year.

Richard Hatzenbuehler asked what the participation rate is among Emmanuel members. Mary reported that it's admittedly small, but that she hopes more people at Emmanuel would begin using Food Certificates. Mary said that she would investigate the number of participants and the amount raised in the past years for Emmanuel and email that information to the office.

Lynn Von Wald stated that many Emmanuel members have been under the impression that the Food Certificate program somehow benefits Emmanuel and were not aware that for many years the profits have been donated to other organizations or individuals. Mary Olson replied that she has always reported in the Annual Report where the funds were donated or spent.

Kim Morey suggested that the money can always be put into the General Fund for Emmanuel and a report offered to the Food Certificate Group and Emmanuel parishioners how that money is spent each year. Mary Olson stated that it's always nice to donate something to outside organizations in need, that such efforts makes many people 'feel good.'

Jamie Clapham questioned what plan is in place in the event the six dedicated volunteers burnout or no longer participate so that the program can be sustained. Jamie also asked what accountability the group has since it appears to be an outlier group with no organizational oversight. Mary Olson agreed that there is need for greater structure with the program within Emmanuel.

Mary Olson concluded by acknowledging that she serves on the Church Response Board of Directors, so the program is near and dear to her heart. She encouraged the Vestry members themselves to participate in the program as a way of supporting Church Response. Fr. Chris pointed out that Church Response is a recipient of Emmanuel Grant Funds given out by the Grants Committee each year. Therefore, Emmanuel is a generous supporter and donor to Church Response apart from the Food Certificate program.

Fr. Chris suggested that no action be taken regarding the Food Certificate program at this time until the wardens can review this conversation and more information about the Scripts program can be obtained.

Strategic Planning:

Ron Senne of Ron Senne and Associates provided an update on the Strategic Planning Process. He reviewed a report which was handed out to the Vestry members. That report is contained herein as Appendix A.

Ron reported that over 60 Emmanuel parishioners have participated in Focus Groups. Though a smaller number than originally desired, it's still a strong level of participation.

Ron expects Implementation Team (i.e. Committee) Recommendations will be made to the Vestry by late August.

Fr. Chris reported that several parishioners uninvolved in the process have recently commented that the process has been ongoing for over one year. Fr. Chris reminded the Vestry that in a church organization which is dependent on the sporadic availability of its members, a year-long process is not to be unexpected. Richard Hatzenbuehler asked Ron how he felt about the length of the process. Ron admitted that he becomes impatient and would prefer that things moved more quickly, but understands that we are at the mercy of the Church calendar, noting, for instance, that the time between Thanksgiving and Christmas last year were weeks that were lost to people's lack of availability. Ron also noted that Summer vacations have also impeded our ability to move more quickly than we would like. A long process can lead to decreasing enthusiasm. However, the process is now entering into an exciting and critical phase which will hopefully reignite everyone's enthusiasm for the planning process.

Once recommendations are provided to the Vestry, the next step in the process would be the development of an Action Plan. The development of that step is also outlined in his report contained herein as Appendix A.

Fr. Chris asked Ron to speak to his current contractual obligation and what he foresees in the future. Ron reported that his current contract concludes at the end of August. The current contract is for \$600 per month. If Emmanuel seeks to

extend his contract, Ron recommends that the \$600 per month fee remain in tact, not to exceed three months or \$1,800.00. Ron indicated his interest in remaining with Emmanuel to see the Action Plan through its completion. Kelli Trebil acknowledged that in her industry, plans that are not followed through on are oftentimes shelved and never put forward.

Jamie Clapham asked about the specificity of the recommendations that the Vestry will receive. Ron acknowledged that the recommendations will be as specific as possible. If, for instance, a recommendation is made to hire a staff person, that recommendation would include a job description, salary, benefits, timeline of hire, qualifications of the desired candidate, and other pertinent information necessary for the Vestry to make a decision.

Ron told the Vestry that after the Implementation Teams have consolidated their recommendations, three total recommendations would be the ideal amount. Four recommendations, though possible, would be too much in his professional opinion. Once those three recommendations are made to the Vestry, it will be the Vestry's responsibility to prioritize those recommendations for action. Ron suggested that the plan for implementing those recommendations should extend over a three year period.

Brian Allen then asked if the strategic plan is designed such that 3 to 4 recommendations would be made every 3 years. Ron acknowledged that ideally that would be the case. The Strategic Plan would then be an organic process that takes root at Emmanuel, becoming embedded in Emmanuel's culture of operations.

Fr. Chris thanked Ron for his hard work and acknowledged that no vote would be taken in the absence of the wardens. Ron was then excused from the room.

In Ron's absence discussion was held regarding his contract extension. Unanimous consent was voiced regarding the need to retain Ron's services. Fr. Chris advised that a vote on the contract extension can be held until the August meeting since Ron's current contract does not conclude until the end of August.

ECW Facility Use Plan

The Vestry was provided via e-mail in advance of the meeting a copy of the proposed ECW Facility Use Plan. Lynn Von Wald, ECW Secretary and Vestry Representative reported that a group of ECW members have done extensive research on how various churches handle the rental of their spaces to outside organizations, groups, and individuals. While some churches have policies which are clearly designed to discourage outside groups from using their facilities, the Emmanuel ECW wanted to find something more 'middle of the road'. The ECW report is included herein as Appendix B.

Current rules, expectations, regulations, and donation requirements have been unclear for some time. It is the hope of the ECW that a policy will be approved by the Vestry. There is concern that any groups who utilize the facility may burden ECW members with washing, ironing and preserving the linens (i.e. table cloths, napkins, etc.) which have been a recent large expenditure.

Jamie Clapham pointed out that the document provided is a good start, but that much of the wording needs to be clarified. Fr. Chris suggested that he ask Attorney David Lust review the ECW recommendations and offer advice.

Junior Warden Report:

In the absence of Junior Warden Bob Ermish, Fr. Chris reported that Bob and Jan Rathbun have been in conversation about utilizing Grove Rathbun's Memorial Fund for the replacement of the outdoor carpet at the rear (i.e. alley) entrance, replacement of the door at that location with a new door to include a stained glass window, and a possible sign or Episcopal Shield indicating the back door as an entrance into the church. Fr. Chris also stated that while this work was being done, replacement of the outdoor carpet at the original portico and doors should also be replaced. Several Vestry members advised that it may be preferable to simply remove the carpet at the original front entrance. Kelli Trebil advised that an expert concrete finisher can stain the concrete, giving it a stone look and including additives to the finish to prevent people from slipping when it's wet or icy.

Kelli Trebil also advised that the front door lock is not working properly and needs to be fixed or replaced. Fr. Chris said that he would report it to Bob Ermish to evaluate.

Rector's Report:

FDR Celebration:

Fr. Chris reported that the FDR 80th Anniversary celebration and prayer service is scheduled for Tuesday, August 30th at 11:00 a.m. The Governor and Lieutenant Governor have responded that they are unable to attend. The Rapid City Mayor has responded with a 'possible' attendance reply. The Police Chief and Fire Chief have indicated that they will attend. The ECW is planning a luncheon to follow.

Cassie Boettcher:

Fr. Chris has met with a young woman who is about to enter her senior year of college. She is a faithful Episcopalian and is in the discernment process towards priesthood. Cassie's desire is to work for Emmanuel between her graduation from college in May, 2017 and her entrance into seminary which she anticipates would be two to three years after that. Fr. Chris would like to hire Cassie in 2017 to oversee Youth programming, including the Youth Group, VBS, Sunday School and other youth related activities. Because that position would not be a full-time position as yet, Fr. Chris also recommended that Cassie could assist Office Manager Nanette Branch with answering phones and managing the weekly bulletin and monthly newsletter since Cassie is obtaining a degree in English.

Assisting Nanette would free Nanette for 20 hours per week to focus on responsibilities pertaining to Office Management.

Hope Center Grant:

Fr. Chris updated the Vestry on the Hope Center Grant. The Hope Center provided proof that they had fulfilled the matching requirement for their grant. Fr. Chris hand-delivered a \$10,000 check to the Hope Center for which they were extremely grateful.

Staff Health Insurance:

Fr. Chris alerted the Vestry that at the end of the year, Emmanuel's staff health insurance will need to be changed to the Episcopal Church Medical Trust program. It is a canonical requirement which Fr. Chris learned about while at the CREDO retreat earlier in the year. Emmanuel has been given permission by the bishop to acquire comparable health insurance if it saves Emmanuel considerable amounts of money. It appears that the savings are minimal and no longer justify the parish being in violation of Canons of the Episcopal Church. Fr. Chris will provide more information to the Vestry as the open enrollment period nears.

ACTION TAKEN:

A motion was made and seconded (*Clapham/Allen*) to adjourn at 8:16 p.m. followed by the Lord's Prayer.

****Next Vestry Meeting will be Monday, August 15 at 6:30 p.m.**

APPENDIX A

Update Purposes:

- To bring Vestry members current with events and activities of the Strategic Planning Process.
- To describe the remaining work to be completed to put the change process in place following the Vestry's selection of Implementation Teams' recommendations.

What Emmanuel Has Accomplished:

- In summer of 2015 called together Emmanuel's parishioners to share the very general ideas regarding Strategic Planning and gather information about parishioners' values.
- In late September, early October 2015 the Vestry selected a Strategic Planning model –
 - A participatory planning model
 - Direct involvement of Vestry members in leadership roles in the Implementation Teams.
 - Direct involvement in recruiting Implementation Team members.
 - Direct involvement of parishioners to the maximum possible limit.
 - Vestry set goals of creating ad-hoc four Implementation Teams:
 - Communications
 - Teaching (Teaching Pillar)
 - Two Pillar (Fellowship & Keystone Pillars)
 - Personnel Development
- Implementation Teams formed in late 2015 and became involved in discussions regarding what they would consider to be the "ideal" ministry.
 - Defined Emmanuel's Pillars:
 - Teaching: Sunday School, Vacation Bible School, the Libraries, Book Groups, Bible Study Groups, Youth Group, Health & Wellness
 - Fellowship: Social Committee, Welcoming Committee, Moms of the Bible, Celebration Dinner, Emmanuel Church Women.
 - Keystone: Vestry, Outreach, Grants - overarching ministries
 - What the primary focus of each ministry may be.
 - How each ministry might interact with other ministries.
 - The process of funding for each ministry.
 - The ways in which the ministries working separately and together may carry out Emmanuel's mission "To know our Lord, And Make Him Known".
- Implementation Teams discussed the Focus Group information gathering model.
 - This discussion included the process of conducting the focus groups.
 - The composition of the focus group discussion participants.
 - Stratified (Age, Participation) random sampling designed to maximize diversity and provide opportunity for all individuals to share their opinions.
 - The process of Making Meaning from the focus group discussion finding, and

- Presenting a series of recommendations to the Vestry so the recommendations could be acted upon by the Vestry.

What Emmanuel Has Yet To Accomplish:

- Receive recommendations from the Implementation Teams.
- Act, accept (with or without modifications), or reject the recommendations.

Following the vetting of the recommendations:

- Have a multi-year¹ Strategic Plan Action Plan using the recommendations translated into goal statements developed:
 - based on specific starting and ending dates,
 - contain actionable measurable objectives based on each of the plan's goals,
 - contain specific time lines for each goal,
 - contain specific budget recommendations for each goal, and
 - describe which individual of the Oversight Committee is responsible for completion of the respective goals.
- Identify individuals to serve as an ad-hoc Strategic Plan Oversight Committee. The Committee should have management responsibilities and authority and report to the Vestry.
 - Include the Rector
 - Include 3 Vestry members with sufficient duration on the Vestry to cover 2/3 of the Strategic Plan timeline
 - Include 2 parishioners-at-large

¹ I recommend a three year Strategic Planning implementation period beginning no later than January 1, 2017. The Action Plan be designed to include quarterly reviews in it first year of implementation and thereafter reviews could go to six-month increments if everything is on schedule after the first year.

APPENDIX B

Notes on Facility Use June 2016

There should be two categories...Inside Groups and Outside Groups.

Inside Groups...Emanuel groups or Emmanuel members/personal (members may not sponsor an outside group for inside group rates)

Inside Groups

Emmanuel groups have priority for facility use.

\$ compensation for use is left at member's discretion.

Any group(Social Committee, VBS, Celebration Dinner, Acolytes, Youth Group to name a few) using the kitchen MUST leave the facility as clean or cleaner than when they start. ALL surfaces should be wiped-down to include the inside and outside of stoves, ovens, refrigerators, sinks...etc.

Any food items not used and left at Emmanuel MUST be marked with the date and user or group name.

Aprons, towels, dishrags...etc... are to be taken and cleaned by the group using them and returned to the kitchen in a timely manner.

Any items taken from the church for personal use MUST signed-out with the office and brought back the day after the use. ANY items taken from the kitchen need to be cleared (ok'd) with and ECW rep AND the office before being taken out of the facility. Any damage is the responsibility of the person(s) to whom the items have been signed-out to.

Outside Groups

Use by a non-parish group may be approved by Priest on a case by case basis.

Damage deposit (refundable) \$100.

Use of the kitchen plus all appliances and contents (stove, dishes, dishwasher...etc) \$250

Use of the kitchen with NO use of appliances (as listed above) up to 50 people=\$50, 51 and above=\$100 (to cover cost of coffee, paper cups, sugar, creamer...etc.)

Must have a minimum of two ECW representatives as 'guides' per event at a rate of \$20 per ECW person per hour. These 'guides' are NOT hired to do ALL the work...additional ECW personnel can be hired as workers at \$20 per person per hour if the outside group chooses.

The outside group must meet and discuss usage of church property with ECW reps who will be the guides at the event IN ADVANCE of said event...then said event can be placed on the church calendar.

Reps from the outside group may not leave until the ECW reps have 'cleared' the kitchen and checked for any damage...etc.

Diocesan policy states that NO SMOKING or DRINKING is allowed in the church social hall.

No food items may be left anywhere in the kitchen after the event is over...arrangements must be made before said event to transport any food that needs refrigeration.

Insurance for Facility Use by an Outside Group June 2016

As per Randy Barnhardt...church is covered by church policy...this provides some protection for outside group injuries but Emmanuel can still get hit with claims...any use of facility by an outside group should include insurance provided by said outside group in the suggested amount of one million dollars...said group should provide a "Certificate of Insurance" naming Emmanuel as an additional insured.

Current groups using our facility at present are:

Spinners...6x yr
Thursday AA...4x monthly
Black Hills Symphony League...8-9x yr
TOPS...2x yr

The above groups have been compensating Emmanuel with 'donations'.

Spinners...2015=\$150, 2016=nothing yet
Thursday AA...\$100 monthly
BHSL...2015=\$150, 2016=nothing yet
TOPS...2015=\$25, 2016=\$25

