

169th Annual Meeting

2020 Annual Report



Building the new Parish House

Clergy

The Rev. Peter T. Vanderveen

Rector

The Rev. Jo Ann B. Jones

Associate Rector

The Rev. Michael A. Palmisano

Associate Rector

Staff

Dr. Michael J. Diorio, *Director of Music and Organist*Tory Dunkle, *Director of Children's Ministries*Jay Einspanier, *Parish Administrator*Ken Garner, *Director of Communications and Stewardship*Francesca Merritt, *Program Assistant*Paulo Reyes, *Sexton*Betsy Wolford, *Parish Accountant*

Vestry

Andrew Masterman, Rector's Warden *
Mackie MacLean, Accounting Warden *
Susan Adeniyi-Jones
Jim Buck
Elisabeth Cooke
Lisa Davis
Al Greenough
Melanie LeBoeuf
Harry Miller
Carolyn Morris *
Tracy Steele *
Jacques Vauclain

* Executive Committee

Annual Report Production

Francesca Merritt - solicitation and coordination of reports

Ken Garner - layout and production and photographs

Photos throughout this report are of the progression of the Parish House construction project.

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169th Annual Meeting Sunday, February 7, 2021 11:00am via Zoom

This meeting will be held via Zoom.

Video clips highlighting the renovated Parish House will be interspersed throughout the agenda. Participants will be asked to approve the 2020 minutes by show of hands.

The collection of ballots for the election of vestry members was conducted prior to the meeting through email and printed ballot returns.

When the meeting is opened for questions, they may be registered via Chat.

Call to Order Andrew Masterman Approval of Minutes from the 2020 meeting Andrew Masterman Reading of 2020 Memorials Andrew Masterman Andrew Masterman Results of Vestry Election Mackie MacLean Accounting Warden's Report Andrew Masterman Rector's Warden Report Elisabeth Cooke Presentation: Strategic Plan for Church Growth and Parish House Utilization Recognitions Peter Vanderveen Peter Vanderveen Concluding Remarks Questions from the Congregation

Adjournment

MINUTES FOR THE 168TH ANNUAL MEETING

February 2, 2020

Francesca Merritt, Secretary of the 168th Annual Meeting

Call to Order, Approval of Minutes

Andrew Masterman, Rector's Warden called the meeting to order at 10:29 am in the Church.

He noted that last year's minutes were made available online and at the back of the church asked for approval of the previous year's minutes. A motion was made and seconded to approve the minutes as written. No comments were made, the motion was approved.

Reading of the 2019 Memorial Gifts

Andrew Masterman read the list of the 2019 memorial gifts as recorded in the Annual Report.

Presentation of Nominees Distribution of Ballots

Carter Williams, chair of the Nominating committee, thanked the fellow committee members, and those on vestry who were leaving. Carter read the slate of those nominated for vestry (Elizabeth Cooke, Al Greenough, Melanie LeBeouf, and Harry Miller), representative to the Merion Deanery (Mary Hopkins) and delegates to the Diocesan Convention (Gordon Fowler, Eric Rabe) and the ballots were distributed. The ballots were collected and counted during the Rector's Warden's Report.

Rector's Warden Report

Andrew Masterman started with a few words reflecting on the last 12 months with changes in the church and changes in overall society. Ten years ago, the renovation had just been completed, Michael Diorio had just been hired, and the idea that the parish house needed to be renovated had been started. Fast forward ten years later, we are months away from having a true legacy structure serving this campus for generations to come. Andrew thanked Carter, Andrea, Jan, and Scott for their commitment and involvement as key parts of the vestry sessions. Andrew noted there have been changes this year in the form of worship, such as the Evensong, with the Redeemer Youth Group regularly engaging in outreach, and the best ever Outreach Dinner in light of all the fundraising occurring. Our music program will again be going on a mission trip. It is a way to show that at Redeemer we have people of all ages sing and worship together and in a positive church environment.

Andrew stated that year after year we have had flat income from pledges. In effect this is about a 3% decline. The vestry will be embarking on revisiting the strategic plan, focusing on our priorities, and utilizing the investments we have made. Andrew encouraged the parish to reach out to vestry members as there will be new opportunities for members of the parish to dedicate their time. Andrew expressed that he was looking forward to working with the new vestry members.

Accounting Warden Report

Mackie MacLean explained the role of the accounting warden and quoted the bylaws. Mackie summarized the operating results for 2019 and stating that we were on budget and that the budget deficit of approximately \$6,000 came in better than forecast. The results reflected expert management and the effort of staff and committees. He also mentioned that the move out of the parish house into the new offices was accomplished smoothly and without incident.

For the 2020 budget, Mackie stated we have been even more challenged by the critical importance of pledging. This year will be a budgetary challenge, so some expenses have been trimmed to close down the deficit. All remaining expenses were roughly held to the levels of last year with a 2% increase reflective of the approximate rate of inflation. Mackie explained there was big change on the expense line with respect to Diocesan support of \$88,600. In addition, the spending rule will be increased from 4.25% to 4.5% for one year. This is the percentage we take from our endowment to support our operating budget. Mackie remarked that we are seeing the number of pledging units trend down since 2010, but that we have an opportunity to see the bottoming out of that trend and a turn around. Lastly Mackie commented on the financial aspects of the Legacy into Promise project. He noted the extraordinary effort of Peter Vanderveen and Tad Sperry's gifts committee. The project has already collected \$9.7 million and in two years will add an additional \$2.7 million. There will be a gap in cash flow, so the church has secured a credit line of up to \$3 million available to borrow, though likely we will actually borrow closer to \$1.25 million.

Mackie thanked the members of the Finance Committee Soo Hee Lim, Tracy Steele, Jacques Vauclain, Mike Thompson, Chris Trucksess, Chris Zafiriou (new member), and staff members Jay Einspanier, Betsy Wolford, and Peter Vanderveen.

A parishioner asked what the renovated parish house will do for us monetarily. Peter responded that discussions have been from the very beginning into how we can make the building a community asset and how the community can not only use the building but generate goods for us as well. Andrew added that this will also be addressed by the strategic plan.

Sam Morris asked if there was a projected timeline on the planned giving income. Mackie responded that only God can answer that. The \$2 million for the planned giving is not cash supporting the building but going back towards the endowment.

A parishioner asked what the name of the bank that finances us happens to be. Mackie answered that Meridian bank, a local community bank will provide the financing.

Results of the Election

Carter announced that the slate of nominees was accepted unanimously.

Legacy into Promise – Progress to Date

Design Development

Ginger Woods introduced herself and Betsy Crowell as the heads of the Design committee for Legacy into Promise. Ginger discussed the ongoing process management of taking what is incarnate in the construction documents and making them reality. Finishes for the elevator are being selected. It was discovered that there are two more windows in the library than anticipated and the millwork drawings will need to be revised. The table which was originally located in the Shortridge Room was found to be a one of a kind original created for the Parish House. It will be restored and relocated on display in the entry hall which will allow you to see the gothic arches underneath. Ginger explained the additions to the project continue to be evaluated as to whether or not money should be spent now to get a better price or can spending wait until later.

A parishioner asked if there was a plan to put in solar panels. Ginger responded there currently is not a plan. The Sustainability committee is trying to understand all the things we can do such as using

mugs instead of Styrofoam cups and using recycling bins.

A parishioner asked what will be the heat source of the new building. Ginger responded Variable Refrigerant Flow (VRF) units. It is a technology that is about 15 years old which takes heat from one part of the building and moves it to another part of the building.

Construction

Jay Einpanier opened by stating construction is currently only two weeks behind with an anticipated substantial completion date of November 1st 2020 rather than October 15th. It will take approximately another two weeks to move in furniture and another two to move people in while doing the project "Punch List" and then additional time to work out any issues. This moves the "all in" date out to December 1st. The construction crews are starting to backfill along the foundation walls. Next week they will put support steel across the walls. The second floor of the cottage will be taken out and they will begin working on the ramp that feeds the new kitchen. Jay added that if parishioners would like to see the interior, Ken has been putting up pictures online and on Facebook. As we have found issues along the project, there have been \$160,000 in change order requests. The project is still within the budget.

Recognition

Peter Vanderveen opened by thanking parishioners for attending and thanking the staff. Peter noted the incredible work of the Bazaar Committee and having the best year ever with the one night only event. Peter thanked the vestry and the retiring members Scott Stephan, Jan Clarke, Andrea Cayley, and Carter Williams.

Rector's Report

Small changes can lead to big differences. I've learned this over the last several months, as we've been in transition since the construction on the Parish House began. My commute to the office has changed, though not by much. Instead of walking 55 yards across the parking lot, I now walk 45 yards down Pennswood Road. But this slight shift has led to a much greater interaction with neighbors in the area. Instead of waving from a distance to those who are walking by, I stop and talk to many as we pass one another on the street. Invariably, people ask about the construction and the renovation project. They're interested and curious. And as we converse, I've discovered that most people really want the church to flourish. Whether they ever attend religious services, regardless of how they think of their own piety or whether they have any thought about God at all, they still think of the church as a place of hope and respite and peace. They want the church to remain the church, as if what we do we somehow do it for them. They themselves feel graced by all the habits and activities that occur on campus. I wouldn't have known this if my way to work had remained the same. Yesterday, as I was thinking about this, I happened to pick up the latest volume of essays by the writer Brian Doyle. While skimming through the chapter titles, I noticed a very short, half page reflection on God. It seemed to fit perfectly with the idea that chance moments can open up much greater reflections and opportunities. This is what Doyle wrote:

By purest chance I was out in our street when the kindergarten bus mumbled past going slow and I looked up just as all seven kids on my side of the bus looked at me and I grinned and they lit up and all this crap about God being dead and where is God and who owns God and who hears God better than whom is the most egregiously stupid crap imaginable because if you want to see God and have God see you and have this mutual perception be completely untrammeled by blather and greed and comment, go stand in the street as the kindergarten bus murmurs past. I'm not kidding and this is not a metaphor. I am completely serious. Everyone babbles about God but I saw God this morning just as the bus slowed down for the stop at Maple Street. God was six girls and one boy with a bright green and purple stegosaurus hat. Of course God would wear a brilliantly colored tall dinosaur hat! If you were the Imagination that dreamed up everything that ever was in this blistering perfect terrible world, wouldn't you wear a hat celebrating some of the wildest most amazing developments?

(One Long River of Song. 2020, Little, Brown and Company.)

Now, anyone who knows me, knows that I'd be the first to say that Doyle's observations are not without their own confusions. There are points that need clarification and adjustment. But I'd want to say this, not to dismiss a single word, but as a way of initiating further conversation. This short little statement warrants sustained attention because, more than all else, it is directionally fantastically correct. More than its humor; more than its warmth; more than its availability—we can all imagine standing on the street waiting for the bus—more than all this, Doyle gets God right by letting us know, surprisingly, how any moment can catch us up into an epiphany. Seeing God can be this immediate, this close, this expansive and present. Which, in turn, is to be completely disconnected from the God we usually imagine, God the tyrant, who locks up our lives in a suffocating and false vision of a stringent morality. Isn't this the dominant way that we picture God and church and faith; isn't this the fundamental expression of far too many churches, that God's ever vigilant in waiting, watching, eager and ready to pounce at the slightest misstep.

I experience this warp all the time. It's exhausting. You can't work in ministry without continually having to talk about religions and denominations and dogma and all the strange accrued habits of longstanding institutions. If you wear a collar, people presume that this is simply what you're hardwired to do, whenever, and wherever you are. I find it endlessly enervating. It's endless because the talk never goes anywhere; nor is it meant to. It's enervating because these are all secondary and tertiary matters. And, worst of all, all too often, this is the very talk by which we try to sell the idea of church to others, by highlighting our least interesting, least engaging—albeit necessary—traits. So much of it is just old, worthless baggage. This is part of why non-denominational mega-churches prove initially successful. They don't have the long histories of deadly conversation. They can stick to the primary point of talking about God, and

talking about God afresh.

What I'd like to say is this: We, here at The Redeemer, are not without our own confusions about God, loads of them. But what we do here, on so many levels and in so many ways is directionally fantastically correct. We keep alive the language and the possibility of hope, and love, and faith, and mercy, and grace, and compassion, and forgiveness, and joy, and blessedness, and fulfillment, and peace—to name just a few things. And this doesn't happen elsewhere. And, then, we try to make these very things incarnate and real, in us, and for others. We talk and discuss and pray about life, and death, and sin, and corruption, and disappointment, and betrayal, and defeat, and time, and loss, and sorrow. And in the midst of all these, and even in light of them, we still maintain that everything that is is still all gift, and will be restored. And we dare to say that all creation will be redeemed, and that this is what it means to talk about God and to see God, in the complexity of life, plumbing the depths, picturing the heights, stretching to comprehend the breadth of what is this whole drama—that includes us. We explore what this is all about and how we are involved.

We're not always right in these matters. We're often comically or tragically wrong. But we admit that, all together, which keeps the conversation going, because it's directionally fantastically correct. This is what we have to say, because this is what so may want from us and want to see in us, if even from a distance. We have the opportunity to bring them closer. We need to bring them inside. Because what we do is important. It's essential. At some level, our neighbors seem to know this. We need to own the courage of our convictions.

If small changes can lead to big differences, imagine what big changes can lead to. We're building a much more welcoming campus. We're preparing now for what our new facilities will afford us—all that we can do as the church and on behalf of the community. We have challenges ahead, not least of which is the continuing shift in the culture, where the church is increasingly marginalized. But epiphanies can happen anytime, if we're prepared for them. And even more so, if we prepare for them. And this will be the primary work of the coming year for us.

Response of the Congregation Andrew adjourned at 11:58 am.

2020 GIFTS AND MEMORIALS

Contributions to the Memorials Fund were received to the Glory of God and in Loving Memory of

Katherine Bell George McNeely III
George Parker Berman Mary Craighill
Nancy Hastings John B. Thayer
Dee Page James McAdam
David Hastings Michael Rust Sharp
Premlata Singh Mary Harrison Carle
Robert Peck Molly Hill

Contributions were made to the following projects

Altar Guild The Margaret Orr Memorial Choral Scholarship
Christmas Bazaar Legacy into Promise
Music at The Redeemer Youth Mission Trips
Joyful Giving Program Good Friday Jerusalem Offering
HEART Fund Zoom technology
African Children's Mission Christmas Food Baskets

Bequests to Church of the Redeemer by Will from the Estates of

Beatrice Durham Blackman Michael Rust Sharp

Members of the Lycett Society

These parishioners have notified the parish that they have made arrangements in their estate plans for a planned gift to Church of the Redeemer.

Doug Arnold & Lynn Calhoun	Ken Garner & Bob Mikrut	Nancy Nimick
Warren & Susan Ayres	Gay Gervin	Dee Pugh
Lloyd Beyer	Carol Harris	Nancy Schriber
Jamie & Joan Bromley	Joan Harvey	Presley Schwinn
Lynne Chapman	Virginia Hedden	David & Diane Senior
Sam Chew	John Herzog	Nancy Sharp
Quartie & Barbara Clothier	Bessy Hopkins	Dan & Patty Slack
Betsey Corkran	Jim Kelleher & Rik Morris	Woozy Supplee
Rick & Rita Davis	Morris & Anne Kellett	Barkie Supplee
Rod Day	Barbara Linder	Jacques & Stephanie Vauclain
Darrell & Julia DeMoss	John & Elaine Lisle	Dixie Wigton
Bob & Sue Denious	Bob & Minkie McAdoo	C. Cresson Wistar
Nancy Gardiner	Elizabeth McLean	

If you would like more information about making a planned gift to The Redeemer, contact Ken Garner at ext. 19 or ken@theredeemer.org.

2020 Gifts received for the capital campaign Legacy into Promise

Paul & Mary Adkins Richard & Kris Aldridge James & Julia Alexandre I. Croom & Lyle Beatty Jeffrey Bell Charlie & Susan Bloom Jamie & Joan Bromley Fraser & Kate Brown Rick & Phyllis Brown Jay Brown Jim & Lin Buck Don & Linda Caldwell Drew & Babs Camerota Dick & Lisa Carr Chris & Kate Chojnacki Dick & Ottilie Conway Peter & Elisabeth Cooke, Jr. David & Jennifer Copas Bob & Lisa Davis Gary & Becca Davis Jack & Judy Dawson Gloria de Pasquale Bob & Sue Denious Michael Diorio & Alan Causing Bill & Katharine Eyre, Jr. John & Evelyn Fell Gordon & Patricia Fowler John & Cara Fry Beth Ganss Edward & Margaret Gardiner Ken Garner & Bob Mikrut Emily Gibb & Stephen Ciottoni Peter & Alta Hamilton Nancy Harris Joan Harvey Louise Havens Bessy Hopkins Mary Hopkins Sandra Hudson Scott & Margaret Hughes Katherine Hutchinson Wilson Jeffreys Phil & Meghan Jodz Mimi Johnson Jo Ann Jones Jim Jordan & Vanessa Lai Eldridge & Brooke Katzenbach

Gordie & Janice Keen

Eric Keuffel & Meena Thayu Kevin Leahy & Devika Singh John & MelanieLeBoeuf Gregory & Anita Lewicki Bryant & Soo Hee Lim Stephen LoCastro & Laurie MacKenzie Christopher & Caroline Manogue Andrew & Cheryl Masterman Louise McCabe Tony & Binney McCague Brook & Connie McCann James & Kristin McGinley Lisa McLean Sandra McLean Daniel & Jill Miller Sam & Carolyn Morris Karen Nagel & Stephen Kamp Robert & Priscilla Nalls Ryan & Rebecca Northington Lanny & Ann Patten Mark Patten Patricia Pruett David & Jessie Rae Ernest & Marian Ramirez Arden Saligman Joan Schiller

Ken & Amanda Schwenke

Nancy Sharp

Dan & Patty Slack Hank & June Smith Tad Sperry & Ellen Harvey **Bailey Sperry** George Steele & Kathy High Kevin & Tracy Steele Scott & Alexis Stephan Bill Streamer & Cecy Keller John & Amy Susanin Bill & Leslie Susskind Radclyffe & Maria Thompson Peter Vanderveen & Trish Bennett Jacques & Stephanie Vauclain Nancy Walker Joel & Phyllis Wasley Patricia Wesley Brad & Elaine Whitman Margie Widmann Pam Wilford **Julie Williams** David & Ginger Woods Sook Hee Yoo

NOTE: This list is NOT inclusive of all gifts and pledges to the Legacy into Promise campaign. This list reflects gifts received during 2020 only which includes pledge payments and gifts without pledges.



RECTOR'S WARDEN REPORT

Andrew V. Masterman avm@umich.edu



In preparing to write this report, I reviewed notes from years past. Most have reflected on the changes we faced as a church, community, and society, while describing the full activities and mission of the church. As I sit down to do the same, it is unquestionably a strange sense. While so many people at Redeemer have worked tirelessly to create stability in the state of our pandemic, we still have months to go before a return to 'normalcy' is in our midst. We are without a doubt operating in a different manner, but our mission has not wavered.

For that, I am so grateful and thankful for our committed clergy, the staff who provide stability and creativity, and our parish volunteers, who continue to dedicate hundreds of hours in our mission of "supporting each other and our world through the generous and creative use of God's gifts." Every day we strive to worship, learn, and grow in new ways that are required in our socially distant world. As we move forward, we should think about how to incorporate the things we are learning to provide us innovative ways to "spread the gospel and celebrate the love of God in Jesus Christ" after the hold of COVID has loosened.

We live in a world that has been redefined by a coronavirus which has affected our lives in so many ways. While we are tired of digital interaction, it is a reality that will continue in many elements of our lives even after the virus has been tamed. This gives us an opportunity to reach out in ways we have not been able to in the past. In the future, we will now be able to broadcast a wedding or baptism to those who cannot be physically present. We will be able to invite speakers to a forum who might not be local. We can engage in outreach to communities and connect with people in other places in the US or perhaps abroad. These are exciting new avenues for engagement and growth which have been accelerated.

In addition to the coronavirus, our society has been reminded of the necessity to examine social justice and the divisions that permeate our community. We must embrace this reality and our strategies for growth must incorporate deliberate actions to address this dynamic.

Strategic Growth

To that note, the vestry has been meeting over the last twelve months to help chart a course of strategic growth. We have studied the Mission Statement and have identified three 'Pillars' we will be focusing on to grow in faith, membership and impact.

The three pillars, extracted from our Mission Statement are:

- 1) Worship, Learn and Grow Together
- 2) Be an Open and Welcoming Community
- 3) Support Each Other and the World

As we map these pillars to focus areas of activity, we identified three main areas of action, each aligned to a Pillar from the Mission Statement:

- 1) The Arc of Formation
- 2) Community Connection
- 3) Outreach

To activate a plan around growth, the vestry has identified actionable initiatives that are being prioritized over the next several months in preparation for a return to in-person gathering and the opening of the parish house. These items range from expanding the role of teens in liturgy, to addressing elements of diversity and inclusion in preaching and adult forums, to broadening our relationships with outside organizations.

Underpinning this activity will need your engagement and opinion. We will also be reinvigorating our marketing efforts to understand how we can reach out, evangelize, and grow our membership at the Redeemer. This will take the form of surveying the parish on priorities as well as dedicating parts of our budget to the areas which will enhance our Pillars.

There is still much work to do. I ask for your involvement and participation to help chart this exciting step in our journey. Please reach out to clergy or vestry members to share your ideas and thoughts about what is important to you. It is important that our plan for growth is owned by the whole parish and that we come together in living our Mission.

Parish House

Legacy into Promise continues to move forward and it should be heartwarming to know that we will be moving into our new space throughout February. While the pandemic has certainly limited our immediate use of the space, we anticipate a limited opening of the building this spring and into the summer as social restrictions ease. We expect to invite small group tours of the space, following all protocols, as we move into March. More will come over the next several weeks.

We are well positioned financially with the campaign and have continued to collect funds per expectations throughout 2020. The generosity of many has made this investment possible and it shows the broad-based support we have of our entire community.

Dozens of volunteers have given hundreds of hours of time to make this parish house a reality. While we will unquestionably recognize those who have driven the creativity, planning and execution when we officially open up the building, please make sure to thank the volunteers who have given so much to make this building a reality.

Going Forward

It has been my honor over the last three years to be the Rector's Warden of the parish. Three years ago we hadn't approved the building of the new Parish House, Michael Palmisano wasn't with us and we were gathering every day on campus in one way or another. Today, we begin a new chapter with the completion of a generational investment in our Parish House, we are blessed to have both Michael and Theresa with us and we have learned so many things on how to reach out to those who might not be able to gather in person. This will serve us very well as we look at our growth into the future.

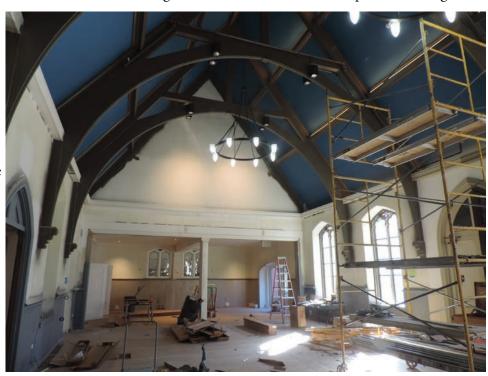
I absolutely must thank Peter, JoAnn and Michael for their strong support and willingness to listen to new ideas. They reacted quickly to adjusting our parish to forms of worship we were unfamiliar with and kept us connected, prayerful and together.

We are blessed with a staff who has a commitment to The Redeemer and a passion to guide our faithful development. Each vestry member gives dozens of hours of thought, reflection and action on top of their obligations

to family, work and community activities. Please make sure to thank those who are serving the parish in these ways.

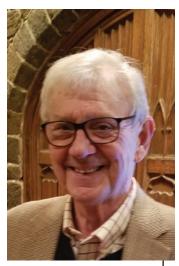
Lastly, the Executive Committee team of Mackie, Carolyn and Tracy has been an invaluable source of deliberation, prayer and collaborative brainstorming over the last couple of years. Your guidance and counsel have served the parish in so many ways. I extend my heartfelt gratitude.

I am optimistic for the future and excited at our prospects as we look to the next several years. We have the opportunity to act boldly and venture down new paths, while reinforcing those which have brought us to where we are today. I look forward to being on the journey with all of you.



ACOUNTING WARDEN'S REPORT

Mackie MacLean bmaclean@divsearch.com



Members of the Finance Committee

Jay Einspanier
Al Greenough
Soo Hee Lim
Tracy Steele
Mike Thompson
Chris Trucksess
Peter Vanderveen
Jacques Vauclain
Betsy Wolford
Chris Zafiriou

The Celebratory Tale – Legacy into Promise

The story of Redeemer 2020 financial operations and health is both a tale of celebration and a tale of caution, including an over-arching impact of COVID and the national economy. On the one hand we have all but finished a magnificent new parish hall, funded by a capital campaign that will by the end of 2022 have covered nearly 95 percent of the estimated final cost of \$12.4 million. The funding should ultimately and significantly exceed that cost by virtue of parishioners' planned bequests of nearly \$1.9 million and additional major gifts. We celebrate not only a beautiful addition to our campus, but both the financial generosity and project leadership on the part of our parishioners, all in close and highly effective cooperation with our dedicated senior staff, and notwithstanding the construction delays brought on by COVID last spring.

Operations in 2020

In some ways COVID had a more anomalous impact on 2020 operations, both negative and positive. We finished the year, ironically, with a surplus of nearly \$50,000, instead of the forecasted breakeven budget. The surplus reflected significant reductions in budgeted expense (nearly \$125,000) as programs were cut back or eliminated altogether. That reduction, however, was offset by a less, but still worrisome, revenue drop of \$75,000, primarily reflecting a decline in pledge and non-pledge offerings (see attached financial exhibits).

The decline in pledge revenue was not altogether unexpected. It was manifested early in the year amid the growing national economic uncertainty which was highlighted by the end of the first quarter with unemployment at 23 million people, a stock market decline of 40%, and what would prove to be second quarter GDP growth of a negative 32%. Facing substantially reduced cash flow and a period of complete uncertainty, we did take advantage in the early spring of the Paycheck Protection Program (PPP) of the relief act passed by Congress at the end of March. PPP provided us \$205,000, and, as designed, enabled us to keep all our staff employed throughout the year.

As the year wore on, cash flow increased when a number of parishioners significantly advanced, and some increased, their pledge payments, more than offsetting those who could not maintain their timely support. As program expenses stayed depressed, revenues eventually caught up with much of the earlier short fall, and we finished the year with \$950,000 in pledge revenue. It was this dynamic that gave rise to this year's surplus of nearly \$50,000, which the Vestry has since determined will be applied to the 2021 budget to reduce our endowment draw to 4.25 percent. It will be recalled that we "temporarily" increased the endowment draw to 4.5% last year to balance the 2020 budget.

As noted, the above-mentioned PPP cash infusion did enable us to keep our staff fully employed last year during the height of the financial panic. The cash we received from the government, however, is not reflected in our operating statement because initially it was a loan, and accordingly booked as a liability on our balance sheet. Under the terms of PPP program, we subsequently applied to have the loan forgiven, which it was.

The Cautionary Tale – A Secular Decline in Family Membership

The cautionary tale in the 2020 results is also somewhat masked by the timing impact of COVID, but a closer look reveals what has been a constant at the Redeemer for over a decade and half. As one of my predecessors in this role cautioned in the 2006 annual report, "the simple truth is we cannot depend on the . . . generous support of a few families . . . [but] need to grow the number of families pledging to the Church. Failing that, Church programs and services will have to be reduced." Five years later, in 2011, another Accounting Warden in his report wrote "the bad news is that pledge revenues have been dropping for several years . . . as [generous parishioners] are dwindling

through infirmity and death. We need greater financial support ... to continue and expand our mission."

These early warnings came when our pledging families numbered as many as 513 in 2006 and still a robust 450 in 2011. Moreover, annual pledge revenue reached a high watermark of \$1.175 million in 2009 and averaged \$1.1 million during the five-year period 2006 to 2011. Reflecting a near continuous decline, the comparable numbers in 2020 were 333 pledging units, and \$950,000 in pledge revenue: or a loss of 180 pledging families from the 2006 high, and \$225,000 in pledge revenues from 2009. Consider, moreover, that had we stayed even with inflation from our peak level of pledge revenues in 2009 of \$1.175 million, 2020 revenues would have approximated \$1.45 million. Think of that.

The 2021 Budget

Accordingly, we have again taken a conservative approach to the 2021 budget as reflected in the attached financial summary. Pledge revenues and total revenues both are budgeted to increase 2 % from 2020, and expenses up 5 % from the COVID depressed levels of this past year. That suggests a small deficit of approximately \$8,000, as reflected in the attached tables. However, this budget was approved prior to the Vestry decision to apply the 2020 surplus in the above describe manner of reducing our endowment draw to 4.25 %. As a result of that change, and related changes, the 2021 budget will more likely result in a surplus of approximately the same amount, or \$8,000. (For anyone interested in a more precise description of the accounting changes, please contact either me or Jay Einspanier).

The Case for Optimism

The foregoing is the cautionary tale and amplifies the warning of my predecessors. Yet it is not yet a dire prediction. As of this writing pledge revenues for 2021 are identical to the pledged total for 2020. Based on 33 fewer units (300 to date), results strongly suggest that ultimate 2021 pledge revenues will exceed the prior year, the first time that has happened since 2013, and only the third time in the last 15 years. In addition, the average pledge this year has grown by 12 %, to date, to \$3,270 – approaching the average cost of running the parish of approximately \$3,600 per household (after giving effect to endowment income of approximately \$1,500 per household in 2020).

In many other respects the Redeemer's financial health and standing is happily as strong as its long history. Thanks to the near doubling on the stock markets over the last 15 years and the generosity of our forbearers, our endowment exceeds \$13.5 million at year end. Our music, youth and outreach programs are vibrant and have brought new members to the Redeemer. Moreover, we are drawing once again a growing number of younger families who are also taking, importantly, leadership roles both formal and informal across our parish.

The splendid new parish house, so responsibly and responsively funded, will provide an exceptional facility for us and our local community. It is a central feature of the current growth strategies that the Vestry and Clergy have been working on this past year, soon to be rolled out to the parish for consideration, adoption, and ultimate implementation. Indeed, at this moment in time we should be poised to stem the long erosion of membership and pledge income. But it will take boldness, imagination and creativity, a willingness to try new approaches, new outreach and new services, and to meet people where they are, if we want to preserve what we have and assure it will be here for our children, and theirs.

Some Words of Thanks

As I finish my term I want to thank all the members of the Finance Committee who have been constant companions and friends over the past three years, and whose expertise, wisdom and loyal service have contributed enormously to the thoughtful financial guidance of the Redeemer. Among them, staff members Jay Einspanier and Betsy Wolford, with whom I have worked so closely the past three years, have played key roles in our financial management. In particular, Jay's energy, care, and conscientious stewardship of every aspect of the Redeemer beyond pure financial issues, and sound advice to me during this period, cannot be overstated. As Peter Sipple said when he hired Jay in 2007, "the Holy Spirit smiled on this parish". I know He is still smiling.

I want to also compliment and thank my fellow Vestry members, and Jo Ann and Michael, and Peter. It has been a memorable pleasure to work with all of them. And it has been my unique privilege to share this journey with our Rector, without whose inspirational leadership we would not have managed the achievements of the last three years.

Finally, I especially acknowledge my three Vestry "classmates", Andrew, Carolyn and Susan, and fellow Executive Committee members during my time in this office, Caroline Manogue and Tracy Steele. I have learned from all of them, and whatever success I have had in this role it is in no small thanks to their partnership and fellowship.

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2021 Budget and Prior Years' Results

CHURCH OF THE REDEEMER 2021 Budget and Prior Years' Results

	2021	2020	2020	2019	2018
	Budget	Budget	Actual	Actual	Actual
Revenue					
Pledge Receipts	\$969,223	\$994,000	\$950,219	\$965,904	\$972,339
Non-Pledge Offering	\$20,791	\$32,002	\$20,585	\$31,170	\$35,781
Prior Year Pledges	\$14,085	\$23,955	\$13,946	\$23,257	\$31,817
Plate	\$2,313	\$12,371	\$2,290	\$12,011	\$11,958
Endowment Income	\$511,971	\$484,900	\$506,902	\$446,977	\$500,543
Misc. Contributions	\$19,483	\$25,259	\$19,290	\$24,523	\$18,239
Residential Rent	\$81,896	\$80,419	\$81,085	\$74,677	\$70,883
Misc. Rent/Income	\$10,085	\$27,526	\$9,985	\$27,149	\$49,559
Outreach Contributions	\$73,224	\$72,100	\$72,499	\$70,000	\$70,000
Total Revenue	\$1,703,071	\$1,752,532	\$1,676,801	\$1,675,668	\$1,761,119

Expense

Clergy	\$417,838	\$422,836	\$417,951	\$419,761	\$430,567
Music	\$228,235	\$255,564	\$215,677	\$267,094	\$249,501
Christian Formation	\$53,231	\$62,503	\$45,086	\$57,238	\$52,622
Outreach-Vestry Supported	\$112,677	\$113,546	\$109,586	\$105,017	\$107,067
Outreach-Diocesan Support	\$88,173	\$88,659	\$88,173	\$14,547	\$138,444
Gen. Admin	\$419,178	\$424,823	\$405,207	\$408,883	\$378,374
Buildings	\$284,281	\$277,327	\$247,887	\$277,220	\$272,983
Capital Repairs	\$40,000	\$40,000	\$33,134	\$63,082	\$16,912
Grounds	\$67,240	\$67,507	\$66,047	\$69,825	\$87,900
Total Expense	\$1,710,854	\$1,752,765	\$1,628,748	\$1,682,667	\$1,734,370

Surplus (Deficit)	-\$7,783	-\$233	\$48.053	-\$6.999	\$26,749
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STEWARDSHIP COMMITTEE

Jacques Vauclain, chair Chris Chojnacki, convener Committees of the Vestry & Parish

jacques.vauclain@gmail.com chris.chojnacki@gmail.com

The purpose of this committee is to raise money for The Redeemer programs and operations. Pledging is critical to the development of a prudent budget of operations that allows us to have a positive impact on our Parish, our surrounding community and The Episcopal Church.

The primary campaign runs August - January with ongoing reminders throughout the year

The annual campaign is a successful way of generating pledges and encouraging participation in the life of the parish. Our aspiration is 100% participation from all members.

- It is helpful for members of the congregation to pledge early in the campaign to assist the Vestry and Finance Committee in budget planning for the upcoming year.
- The total amount of pledges has largely remained flat in recent years. The Redeemer has seen an increase in newer pledges that has largely been offset by a number of long-time donors who have either relocated or passed away.
- In order to grow The Redeemer programs, the Committee is focused on cultivating participation to increase both the number of pledges received and the value of those pledges.
- We are grateful to all members of The Redeemer who participate in the Annual Giving campaign and we appreciate their support.
- The committee is always looking for new volunteers to help with the pledge follow-up process.

Execution of Annual Giving campaign: August - January with ongoing follow-up

Successful receipt of pledges to fund the operating budget through a variety of communication means: mailings, email and phone follow-up, occassional testimonials, and recognition of all members who pledge in the bulletin. We have also launched a "Did you know" feature in our communications to educate and remind people how their gifts have an impact.

Amount of money raised as of Jan 8 2021 to fund 2021 operations: \$948,000



Members of the Stewardship Committee

Chris Chojnacki Jill Miller Arden Saligman Jacques Vauclain Chris Zafiriou Peter Vanderveen Ken Garner

as of February 1, 2021

Pledges received from these households for our work together in 2021

Includes those who have made known their intentions to the Parish.

Maisie Adamson Paul & Mary Adkins Richard & Kris Aldridge

Alexa Aldridge Charlie Alexander James & Julia Alexandre Warren & Susan Ayres

Anne Barnett

I. Croom & Lyle Beatty

Jeffrey Bell

Eric Benke & Frances Merritt

Thompson
Sandra Berwind
Lloyd Beyer
Barbara Billings
Diana Bittel
John & Lisa Black
Charlie & Susan Bloom
Barbara Borgersen
Al & Leslie Boris
Priscilla Bradshaw

Joseph & Mary Beth Bright Jamie & Joan Bromley Rick & Phyllis Brown

Jay Brown
Jim & Lin Buck
Don & Linda Caldwell
Bobbie Cameron
Drew & Babs Camerota

Lynne Chapman Sam Chew

Chris & Kate Chojnacki Blake & Julie Christoph

W. Morgan and Sonia Churchman Peter & Kimberly Clement

Ellen Conlan

Bill & Joanne Conrad Dick & Ottilie Conway Peter & Elisabeth Cooke, Jr. David & Jennifer Copas

Ouartie & Barbara Clothier

Betsey Corkran
Ted & Polly Coxe
Jim & Betsy Crowell
Stephen & Margaret Dana
Chris & Betsy D'Angelo
Rick & Rita Davis

Bob & Lisa Davis

Gary & Becca Davis Jack & Judy Dawson

Rod Day

Gloria de Pasquale Darrell & Julia DeMoss Bob & Sue Denious

Michael Diorio & Alan Causing

Sophie Donaghy

John & Melissa Donnelly Rod & Carol Donnelly Bill & Sally Dordelman Joe & Elizabeth Dougherty

Nancy Drummond Tory Dunkle

Rad & Susannah Edmonds Hank & Martha Mel Edmunds

Joe Elefritz

Hentzi Elek & Sara Barton

Michael Erdman

Bill & Katharine Eyre, Jr.

Norma Fabian Kitty Farnham

Philip & Suzanne Fisher Gordon & Patricia Fowler

Phyllis French John & Cara Fry Nancy Gardiner

Ken Garner & Bob Mikrut

C. Meade Geisel Tom & Anna Gerrity

Gay Gervin

Tony & Erin Geyelin

Emily Gibb & Stephen Ciottoni

Bruce & Gale Gillespie Pete & Beth Goodhart

Laura Graham Frank Grebe

Norman & Joan Greene Al & Sallie Greenough

Grant Griffiths & Raffaella Lo Castro

Bill Gross & Jan Clarke Peter Grove & Nancy Greene

Jim & Barbara Haley Debbie Hamilton Greg & Lorrie Harper

Carol Harris Nancy Harris

Bill Hartz & Cynthia Cericola-Hartz John & MelanieLeBoeuf

Joan Harvey
Jane Hastings
Meredith Hedden
Leo & Stacey Helmers
Margaret Helminska
Christine Henisee
John Herzog

Bob & Barbara Hobbs James & Mia Holman

Bessy Hopkins Mary Hopkins Sandra Hudson Janet Hunter

Alex & Tucker Hurtado Kathy Hutchinson Tony & Sally Jannetta Steve & Nadia Jannetta

Wilson Jeffreys Phil & Meghan Jodz David & Joanna Johnson Karl & Sheryl Johnson

Jo Ann Jones

Jim Jordan & Vanessa Lai Bobby & Katharine Joyce

Allison Joyce Helen Justi

Tac & Melinda Justi

Betty Justi

David & Kathy Justi Gavin & Lori Kahn

Eldridge & Brooke Katzenbach

Chandra Kee

Gordie & Janice Keen

Susan Keith

Jim Kelleher & Rik Morris Morris & Anne Kellett

Barbara Kip Jenny Kirkpatrick

Andrew & Kathleen Kline

Hope Knight

William & Cathy Kraft Elizabeth Kuensell

Brian Kunz & Corinne Wilkinson

Barbara Ladd

Anthony & Judy Lame Christian & Peggy Lane Kevin Leahy & Devika Singh John & MelanieLeBoeuf Steve & Debbie Lee Margery P. Lee Mary Lee Victoria Leidner

Timothy & Lauren Leithead

Nelly Lincoln

Roger & Monica Lind

Barb Linder

John & Elaine Lisle Kyle & Marlies Lissack Stephen LoCastro & Laurie

MacKenzie

Marian Lockett-Egan Charlie & Betsy MacIntosh

Joanie Mackie

Mackie & Charlotte MacLean Christopher & Caroline Manogue

Craig & Celia Martin Sandy & Louise Marx

Andrew & Cheryl Masterman

John Mather
Josselyn McAdam
Bob & Minkie McAdoo
Jim & Louise McCabe
Tony & Binney McCague
Brook & Connie McCann
Barbara McClenahan

Don & Carolyn McCulloch Joe & Suzanne McDevitt James & Kristin McGinley Rodger & Lauren McKinney

Lisa McLean Sandra McLean Elizabeth McLean

Kathy McCoy

Paul & Cindy McMullen

Sandy McMullin

Hunter & Pamela McMullin Brooke & Patty McMullin Gregg & Mary Miller

Wistie Miller

Harry & Rachel Miller Scott & Sarah Miller Sam & Carolyn Morris Rob & Janie Morris Perc & Sally Moser

Robert & Christine Mueller

Abraham Munabi & Susan Adeniyi-

Jones

Jean Murdock Lois Muscheck Karen Nagel

Robert & Priscilla Nalls Ted & Carol Neilson Lathrop & Lorna Nelson

Nancy Nimick Eric & Georgie Noll Phil & Nancy Nord

Ryan & Rebecca Northington

Francesca Northrup John & Chris Nyheim

Mary Page

Michael & Theresa Palmisano Frank & Mary Ellen Partel Lanny & Ann Patten

Mark Patten Roz Pendergast

John & Emily Pickering Hobie & Pamela Porter

Margot Powell Laura Powell

Robert & Lisa Powell Patricia Pruett Dee Pugh

Alfy & Kathleen Putnam Luisa and Eric Rabe David & Jessie Rae Doug & Lisa Raymond Tom & Josephine Rees

Karl Richter & Susan Rushing

Jay & Gretchen Riley Philip & Sandy Ringo

Herb Rorer Arden Saligman Patricia Sandiford Suzanna Saunders Mort Saunders Joan Schiller Karl Schoettle Nancy Schriber

David & Julie Schroeder

Marda Schropp Sue Schultz

Ken & Amanda Schwenke

Presley Schwinn

Mary Beth Sedwick & Helen

Wortham

David & Diane Senior Win & Cannie Shafer

Nancy Sharp

Charlie Silio & Emily Snell

Kent & Anne Silvers
Dan & Patty Slack
Mimi Snyder
Carol Soltis
Roz Souser

Thorne & Marby Sparkman David & Michele Spence Rick Sperry & Nancy Collins Tad Sperry & Ellen Harvey

Bailey Sperry Blair Stambaugh

George Steele & Kathy High

Kevin & Tracy Steele Scott & Alexis Stephan

Cindy Stephan David Strawbridge

Steve & Bebe Strawbridge Bill Streamer & Cecy Keller

Ann Strong
Connie Stuckert
Woozy Supplee
Kitten Susanin
John & Amy Susanin
Bill & Leslie Susskind
David Tachna & Catherine

Carruthers

Radclyffe & Maria Thompson

Cissy Thompson

James & Susan Treadway

Christopher & Danielle Trucksess

Peter & Jill Unruh Susan Van Allen Elizabeth Van Dusen

Peter Vanderveen & Trish Bennett Jacques & Stephanie Vauclain

Graham & Jane Wagner

Nancy Walker

Daniel Wallick & Jennifer Mogck

John & Karen Wallingford James & Ellen Wang Paul & Peyton Wanglee

Skip Ward

Michael & Kathy Warhol

Joan Warren

Joel & Phyllis Wasley Frank & Margaret Welsh Richard & Pat Wesley

Daniel Wesley Nancy Wessells

Brad & Elaine Whitman

Pam Wilford Lauren Wilkinson

Claude & Martha Wintner

Charlie Wood

Alan Wood & Hilarie Johnston

Guy Woodruff

David & Ginger Woods

Sook Hee Yoo

Chris Zafiriou & Jessica Harper

3 Anonymous

OPERATING COMMITTEE – LEGACY INTO PROMISE

Elizabeth (Babs) Camerota, Chair

Committees of the Parish ecamerota@comcast.net

Members of the Operating Committee

- Gifts and Advisory Committee
 Tad Sperry
 - Communications Ken Garner
- Design and Development Ginger Woods and Betsy Crowell
 - Finance Mackie McLean
 - Construction
 - Kyle Lissack and Bob Nalls Construction Oversight and
 - Transition Management Jay Einspanier
 - Relocation Committee
 Mike Thompson

Mission

The Operating Committee for the capital campaign was organized in June 2016 to support and coordinate the activities of the campaign. Its specific purpose is to:

- Collaborate, coordinate and communicate activities across the various teams supporting the campaign
- Identify and solve for issues that are important to the success of the overall campaign
- Identify emerging issues or opportunities to enhance the long term success of the campaign
- Support the Design, Construction and Relocation phases

Role of the Operating Committee

Since 2016, the Rector and various members of the staff and parish identified the working groups that would be required to support the campaign. These groups and their expected activities were formalized into teams whose chair persons come together as the Operating Committee.

These chairpersons lead teams composed of staff, parish members, third party experts, and a representative from the Vestry. Elizabeth Camerota chairs the Operating Committee.

The Committee meets every two to three weeks with formal agendas and meeting notes. Reports on campaign activities are provided to the Vestry monthly through meeting notes and special reports. In addition, the Operating Committee created a decision approval and signing authorities structure specific to the campaign that has been approved by the Vestry.

The Operating Committee will continue to meet during 2021, adjusting its activities and participation to reflect the campaign, design and construction phases and the Vestry's priorities.

The Design Committee for the new Parish House has been continually active, before and since the 1950's building was demolished. In our "old" or historic parish house building the interiors are being significantly rebuilt, necessary corrections made, and new spaces created; we think the parishioners will love the wonderful new rooms within our old shell! In the New Parish House Building that is rising from the earth, there has been much to do monitoring the Interior Design process as we move from space planning to construction, and to oversee choices that arise. A multitude of decisions and meetings for this building have been ongoing. We worked primarily with John Milner Associates, Architects and Barbara Balongue, Interior designers. Recent selections were finalized for floors and walls, colors and finishes, cabinetry specifications, and fixtures and lighting. We are very excited about the "Sexton's Cottage" renovations, with the upcoming reinstallation of the parish rood screen, and a new glass porch on the back of the building. Recently our subcommittees have been active: the Kitchen Subcommittee under Tiffany O'Neill and Jan Clarke, working with Corsi Kitchen Designers, have finalized fittings and appliances in the kitchen. The Grounds and Playground subcommittee has actively participated in choosing planting, and in planning a children's playground, with Priscilla Nalls and Tory Dunkle advisors, working in conjunction with Jonathan Alderson Landscapers. To see our new building rise, and to see the old building renovated into new life, are very exciting moments for Redeemer's Parish House Design Committee: Ginger Woods and Betsy Crowell, cochairs; Cheryl Masterman, Tiffany O'Neill, Jan Clarke, Jim Crowell, and Priscilla Nalls. Over the year 2020, Cumby has made significant progress on the New Parish House:

- New Parish House building foundation was completed in February, 2020.
- All construction sites throughout Pennsylvania. were closed per Governor Wolf's COVID mandate on March 19, 2020. There was a complete shutdown of all field work for approximately six weeks. W.S. Cumby's field supervisory personnel resumed work at the jobsite on Friday, May 1, with most subcontractors resuming their work a week later.
- Construction of the new Parish House addition, as well as the renovation of the existing building continued throughout the Summer of 2020.
- Completion of the exterior shell of the new addition including attaining a weather-tight condition was accomplished by the end of October, 2020. This enabled all of the interior finishing trades to commence the interior fit-up of the new Parish House addition.
- With approximately 55-70 construction mechanics on site daily for November, December, and January, great progress has been made to complete the majority of both the interior and exterior construction work, except for a few items that are not recommended to be installed when winter weather conditions (i.e. temperature plus wind chill) prevent the continuation of the work of certain exterior building trades.
- The required final Lower Merion Township building inspections are scheduled for the last week in January/ first week in February, 2021. Receipts of those approvals will enable Lower Merion Township to issue to The Redeemer a temporary Certificate of Occupancy which will enable the FFE (furniture, fixtures, equipment) to be delivered to the site in early February. Redeemer's pastoral and office staff may occupy their new facilities and all the final cleaning is accomplished (projected to be in during the end of February/early March, 2021).







O God of unchangeable power and eternal light: Look favorably on your whole Church, that wonderful and sacred mystery; by the effectual working of your providence, carry out in tranquillity the plan of salvation; let the whole world see and know that things which were cast down are being raised up, and things which had grown old are being made new, and that all things are being brought to their perfection by him through whom all things were made, your Son Jesus Christ our Lord; who lives and reigns with you, in the unity of the Holy Spirit, one God, for ever and ever. Amen.

Episcopal Church of
The Redeemer
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610-525-2486 www.TheRedeemer.org

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