



**Vestry Orientation
&
Retreat at Saint John's Cathedral
March 20, 2022
1:00PM – 7:25PM**

Present: Illana Poley, Greg Movesian, Bradley Jackson, Rebecca Richardson, William McMechen, Mark Wherry, Kathleen DeMars, Michael Vente, Michael Koechner, Leigh Grinstead, Helen Richards, Jenipher Jones, Richard Lawson, Broderick Greer, Katie Pearson, David Loos

Absent – Tom Barbour, Rodger Hara, Kate Gojkovich

Summary of Actions Taken

- The Vestry approved the Tryba Phase IIIC (*Vision Development & Partner Outreach*) contract and the Vestry approved the Finance Committee's recommendation that the \$18,000 fee be charged to Fund 8.

Introduction & Getting to Know One Another

This year, the retreat was held at St. John's Cathedral. The Vestry began by individually introducing themselves and then meeting in pairs to learn more about one another. They then took turns introducing their partner in more detail to everyone. This lasted from 1:00pm to 2:00pm.

Walking Tour of Campus & Neighborhood

At 2:00pm, led by Dean Richard Lawson and Sally Brown, who is a deacon, parishioner, and Task Force member, the Vestry started their tour of the cathedral and neighborhood. In the cathedral they toured the basement choir room and offices and then moved into the Roberts upstairs rooms. They saw the St. Francis Chapel and classrooms, most of which are not currently in use. They then went up to the third floor which is a recreational room used by teens.

The tour then moved across 14th street. Within the block contained north and south by Colfax and 14th, and east and west by Clarkson and Washington, the Vestry observed Dominick Park, the Kimberly Apartments, the Argonaut parking lot (which Saint John's leases to the Argonaut and which members are able to use to attend church), and the land leased to the Saint Francis Center Apartments. All of these real estate assets are held by the Clarkson Corporation, a Colorado non-profit that holds Saint John's real-estate assets.

Tryba Phase IIIB Deliverable & Next Phase (IIIC) Tryba Architect Contract

The Vestry returned to the cathedral at 4:00pm and this presentation was made by our Senior Warden, Leigh Grinstead. Leigh started with context and the hierarchy of St. John's and how committees and task forces work, and about the Vestry's roles and responsibilities. Leigh thought that this would be especially helpful for the newer members of the vestry.

After walking around the neighborhood, and thinking about the cathedral's spaces and putting the building in this larger city context, the Vestry revisited some numbers:

- During a traditional series of Christmas services, the Cathedral may host somewhere between 4,000 - 5,000 people in a given year.
- On Easter Sunday (in pre-COVID times), the Cathedral would see 2,500 people come to church.
- The Cathedral currently has 1,984 active Baptized members.



- The past couple of Sundays, across the three services, the Cathedral served about 475 people.
- The Cathedral has 78 small groups that are engaged here at Saint John's and that has just exploded over the past couple of years.
- There are 15 voting members on the Vestry, including Richard. The Cathedral also has two other clergy members, the Director of Operations, the Treasurer, the Assistant Treasurer, and the Clerk attend (but they are non-voting members of) vestry.
- With the Cathedral's new hires, there will be 16 clergy and staff members.

Leigh pointed out the scale of operations at the Cathedral as a reminder that no one person can ever know every single thing that happens, so, relying on the processes and the body and the spirit of the place, to trust in one another and the committees, structures, and systems that have been put in place over time. Vestry members need to remember that in doing their work they are elected to represent a whole group of people with lived experiences as part of the entire faith community. Vestry authority is group authority.

Leigh explained the importance of reading all the material that Vestry members receive 3-5 days ahead of time so that they can come to meetings prepared. At the beginning of each packet, a recap of past actions is provided. Leigh said that summary is a good way to refresh your memory, and if you ever have to miss a meeting that's a good way to see what happened quickly (in addition to a review of the minutes). Minutes from previous meetings are uploaded as soon as they're approved.

Audrey Chapman, the Cathedral's Director of Operations, has developed a rolling five-year plan for budgeting and forecasting, and with that tool the Vestry could see a six-figure deficit beginning to grow. So, last year, the Vestry directed the Finance Committee to investigate four areas for creating relevant ways to generate long-term financial sustainability. And those were:

- To enlarge the endowment. In addition to planned giving, are there more dynamic - and quicker - ways to enlarge the endowment
- To document financial requirements for the Cathedral to enter into any relationship with a partner to be housed in the Roberts Building such as, the Office of the Bishop—or another partner
- To develop recommendations for the Kimberly Apartment building & parcels. Questions should include, but are not limited to:
 1. What are our liabilities and risks as landlords
 2. What is the importance of the rent revenues in our operating budget
 3. Are there relationships Saint John's could enter into with developers that would result in dynamic missional and financial alignment
- To develop recommendations for monetizing mineral rights, oil & gas leases

Leigh said the purpose of the Vestry's walk around the neighborhood was illustrative in understanding the scale (both spatial and temporally) of this work. She noted that the timeline associated with previous planning efforts related to the Cathedral grounds extends back for more than 65 years.

Leigh said that when she started her Vestry service in 2016, the Cathedral had a running list of more than **\$2.1M** in deferred maintenance projects and no dedicated funding for capital improvements.

Later, after Richard was called to Saint John's in 2017, the Cathedral started managing many of these long-deferred projects. It became apparent that it would be beneficial to establish a long-term relationship with an architectural firm that could help refer us to specialists and help us manage some of these larger and more



complex building maintenance and planning issues. David Tryba Architects was chosen because they have significant historic preservation experience and they also have the ability to facilitate and work with other trades, buildings, landscape, the city and county planning office, identify code issues, work with neighborhood groups, and developers, and they can provide financial analyses. Saint John's has also worked with Tryba on some of our past master planning efforts. The Cathedral knew they had a track record with the Cathedral and wanted to develop a trusted partner relationship that would allow us to turn to them over time.

The thought behind the creation of these task-forces was to look at these areas as a *whole campus* in order to address these issues: how to document the financial requirements for the Cathedral to enter into a relationship with a partner such as, the Office of the Bishop (or another partner) to occupy the Roberts Building and to look at the Kimberly Apartments, and other parcels....

The initial goals for the Task Force were to develop and refine the Campus Stewardship & Financial Planning goals, approach, and process with Tryba Architects. The primary focus will be on stewardship and revenue generating opportunities for long-term sustainability. Previous master plans appear to be more focused on historic preservation, space allocation, and "wish-lists" for mission-driven work, rather than, specifically focusing on revenue generation in order to sustain our missional work.

Phase IIIB of Tryba's and the Task Force's work resulted in a Public Document which outlines the history of past planning efforts, the philosophy and ideas of the current planning effort, and which summarizes Phase IIIA's (Kimberly Condition Assessment) finding. Leigh told the vestry that they will receive a link to a Google Drive version of the document and asked them to use that form to submit any feedback on the Public Document by 5:00pm on March 31st.

IIIC Vision Development + Partner Outreach \$18,000

The members of the Finance Committee and the Task Force have reviewed and refined the scope of services and anticipated deliverables outlined in the vestry packet that Vestry members received ahead of the retreat. Tryba will work with the Task Force to build consensus around the project vision and principles, solicit input into initial concepts and test interest from potential development partners.

Scope Assumes:

- 3 Task Force Meetings—the Task Force will also meet independently in between larger meetings as needed
- 4-5 Development Partner Meetings
- 2-3 Cathedral Leadership Meetings
- 2 Additional Stakeholder Workshops

- **Kimberly Condition Assessment Wrap Up:**
 - Tryba will develop one new scenario for the Kimberly that identifies the bare minimum of life safety with no cosmetic updates
 - Tryba will provide an Executive Summary that will outline the process and sources of data for the financial estimates of expenses and revenues within Kimberly Apartments scenarios 1 and 2 that were developed as part of Phase IIIA
 - The Task Force will coordinate with the Vestry of Saint John's in order to make a decision by June 30, 2022, regarding the Kimberly Apartments within the context of the larger campus plan which will be shared with any and all prospective development partners. As



part of that work, the Task Force will assist the Finance Committee and the Vestry in the creation of a Kimberly Apartments Decision Tree.

- **Whole Campus Planning:**
 - Refine Goals and Aspirations
 - Refine Principles to guide plan development
 - Refine key stakeholder list
 - Develop neighborhood / community outreach strategy
 - Present Initial Information Gathering and Discovery findings to potential development partners to test feasibility and interest
 - Consult more broadly within congregation on initial concept plan and potential project list
 - Undertake Parking Study to understand current and future needs
 - Develop a process for development partner selection

Anticipated Deliverables

1. Executive Summary on Kimberly Apartments Condition Assessment process and data, one new bare-minimum Kimberly Apartments expenses scenario
2. Refined Project Principles
3. Development Partner Conversations
4. Documentation of development partner conversations to aid in partner selection
5. Draft Prioritized Project List
6. Documentation of feedback from Vestry and key stakeholders
7. Refined Illustrative Concept Plan
8. Parking Study
9. Updated Summary of Findings document

Q&A period and discussion

5:00 Vestry all left to take part in the Wilderness Service

6:00pm-7:00pm Dinner in Dagwell Hall

7:00pm Vote on Phase IIIC Tryba Contract

Michael V. made the motion to approve the Phase IIIC Tryba Contract and it's \$18,000 in expenses coming from Fund 8.

Illana seconded the motion

Leigh opened a discussion for Q&A.

Motion passed to accept the contract for Phase IIIC with Tryba Architects as recommended by the Finance Committee.

7:15pm Compline

Led by William McMechen