

# ALL ANGELS' CHURCH ANNUAL REPORT

PRESENTED AT THE  
ANNUAL MEETING  
SUNDAY, JANUARY 27, 2019

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## All Angels' Church: Annual Meeting: January 27, 2019

### Agenda

1. Welcome
2. Attendance register and voting eligibility
3. Receive and Approve Minutes of 2018 meeting
4. 2018 Business Report including outline financials with 2019 Business Plan and Budget
5. Pledging 2019
  
6. Elections
  - Warden: Keith Kallen, Nominee
  - Treasurers : Karen Dealey, Nominee

- Vestry Nominees: Hyatt Howard & Ariana Miller, Nominees both for three year terms.
  - Missions' Committee  
Nominees: *see below*
  - Stewardship Committee  
Nominees: *see below*
7. Rector Search Update
    - Thanks to Wardens, Rector Search Committee and to Vestry
    - Announcement by Warden
  8. Any other pre-notified business
  9. Hymn and Closing Prayer

### **Appendix to Agenda**

1. Missions Committee  
**Leslie Paik, Chair:** Sociology professor with research expertise in juvenile justice. Interest in missions stems from having chaired this committee since 2014 and organizing/participating in short-term overseas mission trips to India.  
**Karen Dealey:** Background in finance with an interest in missions, having a long-term history of involvement in global missions and serving on this committee since 2016.  
**Jim King: Interim Pastor (ex officio):** Keen interest in missions over many years including service on missions' committees elsewhere and active support for missions in India and Africa.
2. Stewardship Committee:  
**Jordan Wesley: Co-chair;** background in non profit. Current co-chair of Committee  
**Peter Ross: Co-chair.** Background in investment banking and portfolio management. Brings experience with stewardship committee work in other churches in the New York diocese. Former All Angels' treasurer.  
**Mary Johnson:** A parishioner at All Angels for over 46 years, committed to its spiritual and financial health and survival as well as rejoicing in what a special place it has been for her, her family and so many others. Has often served on the Stewardship Committee. Her financial skills can be utilized for the financial goals of All Angels.  
**Charles Fili :** Marshall Arts Instructor.  
**David Washer.** Management consultant in the non-profit sector with experience in project management, finance, performance measurement and strategic planning.  
**Jim King: Interim Pastor.** To be succeeded by next rector. Background in investment and retail banking plus Anglican and Episcopal churches, charities and trusts.

# ALL ANGELS' CHURCH ANNUAL MEETING MINUTES

## JANUARY 28, 2018

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### **PRESENT:**

#### **Clergy:**

Jim King, Interim Pastor

Christine Lee, Vicar

#### **Wardens:**

Jason Gaboury

#### **Vestry:**

Jordan Wesley

Joshua Clayton

Kay Bhothinard

Funmi Akintayo-Mullis

Jeannette Larson

#### **Treasurers:**

Peter Ross

Karen Dealey

#### **Staff:**

Ann Kosmerl, Parish Administrator

Seth Little, Director of Worship Arts

Chelsea Horvath, Director of Community Ministries

#### **Parishioners:**

Jason Ahlenius, Rodney Allen, Carolyn Barker, Stephen Barnwell, Joan Barnwell, Mark Berner, Steven Bohall, Carlos Bolanos, Heather Bullock, Emanuele Cacciatore, Jennifer Cacciatore, David Caldwell, Carolyn Carney, Sarah Chalmers, Sachiko Clayton, Beverly Cook, David Cook, Amanda Craft-Strife, Elise Crull, Winnie DaSilva, Julia Delashmutt, Fred Dixon, Will Draper, Savannah Eaves-Kohlbrener, Jonathan Eddy, Jeremy Edmiston, Peter Field, Charles Fili, Mary Flynn, Seth Freeman, Sophia Gaboury, Lew Garcia, Dan Glaser, Karina Glaser, Hyatt Howard, Mark James, Mary Johnson, Paul Johnson, Keith Kallen, Sandy Kallen, Catherine Kramer, Mitch Kramer, Elam Lantz, Gina Lapinski, David Larrabee, Ellen Lazzaro, Martha Lee, Crispus Lewis, Emily Little, Paul Liu, Belinda Luscombe, Ariana Miller, Erin Moughon-Smith, Adri Munson, Kent Munson, Richard Narramore, Lana Norris, Alison North, Kevin Oro-Hahn, Tania Oro-Hahn, Kelly Parker, Todd Parker, Joy Rose, Kerry Salvatierra, Matthew Salvatierra, Abigail Santamaria, Rhonda Scott, David P. Smith, Vesper Stamper, Joseph Strife, Becky Tesich, Margaret Tice, Eva Ting, Akira Tsuchiya, Louisa Turner, Emma Whitmore-Buck, Gillian Wolfe

**Minutes Prepared by:** Jeannette Larson January 28, 2018

### **OPENING**

The meeting opened with Scripture and prayer by Jim King, who then turned leadership over to Jason Gaboury as meeting chair.

### **APPOINTMENT OF THE CLERK**

Jeannette Larson was voted in as clerk of the meeting.

### **MINUTES OF 2017 ANNUAL MEETING**

The minutes of the annual meeting on March 5, 2017 were reviewed and passed, with abstentions from those who had not been present.

### **INTERIM PASTOR'S REPORT**

Jim King supplemented his written report with comments that looked back and ahead. Deep thanks to the Vicar, the Wardens, and all who led through the challenging prior year to where All Angels' is now. He anticipates that we will have a new Rector by the next annual meeting—a Rector who will not be a clone of previous or current leadership, but the unique person God has called to All Angels'. He exhorted the congregation to pray for that person now and to continue to pray after the new Rector arrives.

### **VICAR'S REPORT**

Christine Lee expanded on her report (annual report, page 10) by reflecting on the difference between where we were a year ago and now, thanking God for his provision. She's grateful for our interim pastor; Jim brings a combination of gifts that are necessary and right for AAC at this time. The partnership between Jim and Christine is strong.

The self-study aspect of the search process calls us to communal discernment, and Christine sees her personal discernment as a part of this. One question is whether God is calling her and/or All Angels' to a larger role in our diocese. We have been blessed; are there ways we can be a blessing to our diocese and city that we've not imagined before? She's excited to consider the possibilities.

### **WARDENS' REPORT**

Jason Gaboury presented the wardens' report speaking also for co-warden Tim Strabbing.

Even after our difficult year of transition, we can say once again that "All Angels' Church is alive and well!" God has been incredibly generous. Our worship attendance, program health, and giving are up during a time when these would typically struggle. This isn't due to any of us; rather, the Lord has a purpose for AAC, and he is not done accomplishing it. Our best days are ahead of us, not behind.

All Angels' is a challenging church to lead; one of the spiritual formation issues for us is to learn to follow leadership, to learn to trust. If our next leader will take us into the future, we must be willing to honor the process that will bring the right person and go where this person leads, because God has a purpose that is bigger than any of us. Accepting the gift of leadership as a genuinely good gift is an opportunity for spiritual formation, and if we move forward in that in 2018, it will set us up well for our next season.

In previous years we habitually relied on our endowment principal for operating expenses, which put the endowment in jeopardy. A few years ago, we chose to move away from this pattern and grow as a generous community that would be sustainable over the long term. 2017, our first balanced budget in many years, ended with giving significantly higher than costs; this points to the grace and power of God. We continue to rely on the draw from our endowment interest. A future goal would be to avoid using our endowment for any operating expenses; instead, we could use our required interest draw for specific strategic goals and needs.

## **FINANCIAL REPORT: 2017 REVIEW/2018 BUDGET VOTE**

Jason Gaboury introduced treasurers Peter Ross and Karen Dealey for the financial reports.

### *Financial Summary:*

Peter Ross reviewed the 2017 financial summary and 2018 budget (annual report, page 12-13).

2017 expenses were lower primarily due to staffing gaps during a portion of the year (rector, director of worship arts, sexton). The greatest difference between our expectations and actual results is in giving, which was up 15% at year end.

For 2018, estimated increases in operating expense are primarily due to higher compensation now that we are fully staffed; an increased required assessment due to the diocese; higher costs for ministries due to program growth; building/capital expenditure priorities; and costs for the rector search process.

A balanced 2018 budget depends on meeting our increased pledging/giving goals for the year. We plan for the required endowment draw of 5%.

### *Financial Q&A:*

Karen Dealey took questions from the congregation, with answers also addressed by Peter Ross, Jason Gaboury, Christine Lee, and Jim King.

*Q: What are the benefits of the money that goes to the diocese, and why is it increasing in 2018?*

*A: The dollar amount of the required assessment is based on our offerings and attendance. It primarily helps fund the diocese's overhead costs (compensation, etc.) and the Congregational Support Plan, through which parishes in a stronger financial position help support needier ones. The diocese also pays an assessment to the national Episcopal church, so our assessment is part of the overall denominational financial structure.*

*Q: What defines the income line for grants, and why is it dropping in 2018?*

*A: The higher number in 2017 was due to a grant for the Sticky Faith program for children/youth; this grant has now officially ended. Most grants are for Community Ministries. Grants are generally targeted for specific short-term needs and can vary from year to year. AAC currently needs help from anyone who may have grant-writing abilities.*

*Q: Is the rector search expense estimate of \$25K too low?*

*A: The number in the budget will be supplemented by the Flannery Fund, which has been reallocated for this purpose with the permission of the donor. Actual costs are estimated at closer to \$50K, based on budget compiled by search committee chairs; between the budget and the additional fund, we have the resources for this full amount.*

*Q: What happens if the church doesn't meet the income goals for the year?*

*A: Vestry and treasurers watch giving throughout the year and adjust the budget up or down. Ministry directors will also monitor their estimates for the year. We have processes in place to adjust budgets as needed to ensure financial health.*

## **STEWARDSHIP UPDATE**

Jason Gaboury introduced Jordan Wesley as the co-chair (with Martha Lee) of the Stewardship Committee.

### *Stewardship Vision:*

Jordan referred to October 2017, when she invited the congregation to a vision of stewardship based on trusting in God's abundance rather than the world's focus on scarcity. The new stewardship committee has taken this vision seriously; they will be exploring Acts together this year while making strategic plans for stewardship throughout the parish.

### *Pledging Status:*

Our balanced budget for 2018 requires a higher number of pledges than we currently have. Jordan encouraged those who've not yet pledged for 2018 to consider participation. She expressed her appreciation for the congregation's engagement in our stewardship conversations.

## **BUDGET VOTE**

The proposed 2018 budget was passed unanimously.

The congregation sang "Great is Thy Faithfulness," followed by a prayer of thanks by Jason.

## **SEARCH PROCESS MATTERS**

Jim King reported that the search process is proceeding well. The congregational survey will close tomorrow, with other opportunities for input and conversation in the coming weeks.

### *Membership updates:*

The search process requires that we update our membership lists with the diocese. Currently, our records are not accurate; it's also unclear how membership at AAC is defined. In March, we will begin the process of updating membership records, with the goal to complete the process by end of April. To ensure that our records are fully accurate, all parishioners will need to renew membership even if they've become members in the past. Others who are committed to AAC can become members for the first time.

### *Building improvement plans:*

We are establishing a five-year maintenance plan and need significant building investments this year; this will allow a new rector to focus on goals other than urgent maintenance needs. Priorities include making the building water-tight; improving the basement kitchen to accommodate our growing food programs; making our building accessible to those with mobility issues.

*Q: What is the status of Jose Gonzales as sexton?*

*A: Jose is part-time. He is skilled in maintenance matters, but we don't see this part-time arrangement as a long-term solution. A comprehensive staffing plan for buildings, maintenance, security, etc., is under discussion.*

*Q: Is a stair lift an option for accessibility?*

*A: Possibly. We are considering a consultant experienced in disability access for challenging buildings. Options could include stair lift or elevator.*

## **VESTRY ELECTIONS**

The vestry elections were chaired by Jim King rather than Jason Gaboury, as Jason is up for election.

### *Expiring Terms:*

Terms are ending for Joshua Clayton and Jeannette Larson; Jim expressed thanks for their service.

### *Vestry Slate:*

The vestry slate up for vote is comprised of:

- Jason Gaboury (two-year renewable term as warden)
- Jonathan Hansen (own three-year term as vestry member after fulfilling unexpired term)
- Hyatt Howard (new three-year term as vestry member)
- Ariana Miller (new three-year term as vestry member)

### *Vestry Vote:*

The vestry slate as presented was passed unanimously.

Prayer over new vestry members Hyatt and Ariana was led by Christine and Jim.

The complete vestry now consists of Jordan Wesley, Ayelish McGarvey, Kay Bhothinard, Funmi Akintayo-Mullis, Jonathan Hansen, Hyatt Howard, and Ariana Miller, led by wardens Jason Gaboury and Tim Strabbing, and with Karen Dealey and Peter Ross as treasurers.

## **ALL ANGELS' FARM FUND/INCARNATION CAMP UPDATE**

Jason Gaboury reported that our financial conflict with Incarnation Camp has been recently resolved. Thanks to the parishioners who led through this legal process. Any questions should be directed to Jason.

## **CLOSING PRAYER**

Jason Gaboury led the group in the closing prayer of thanksgiving (annual report, page 21).

## **Interim Pastor's Report January 2019**

In our Annual Meeting 2018, we began the year with an outpouring of gratitude to God for his gracious provision over 2017 which had begun with significant challenges, following the sudden departure of the previous Rector in circumstances which left much sadness and questioning. We noted with gratitude the tireless work of the Vicar, Rev. Christine Lee, the two Wardens, (Jason Gaboury and Tim Strabbing), the church staff and very many members in steering the church through tricky waters. By the end of 2017 I (Rev. Jim King) had joined as Interim Pastor, the church had delivered a balanced budget for the first time in many years, and congregations were growing rather than falling apart as had been predicted might happen. There was a palpable sense that God was leading us forward for greater things in New York and beyond.

There are many highlights in 2018 for which we give thanks to God. Among these are:

1. We have grown in worship. Existing congregants and newcomers are finding that they meet God and He meets them in new ways in our worship services. We have discovered renewed joy in worshipping together and in deeper fellowship. Both morning and evening Sunday service attendance has grown significantly leaving us with the challenge of finding enough seats for people on Sunday mornings.
2. We have grown in our engagement with Scripture through systematic Bible teaching in the Book of Acts and our series 'From the Garden to the City'. In addition, a number of congregants have followed the Bible Project daily reading plan, reading through Scripture in a year. David Larrabee has led thought provoking discussions on the passages we have read. In the Autumn, we reintroduced Wednesday night meetings to engage with Scripture. House churches have continued to focus on reading, discussing and applying Scripture to people's lives. Two new house churches have started.
3. We have grown in prayer. Healing prayer after morning and evening services is increasingly in heavy demand. Contemplative prayer is held every Sunday at 9:00 a.m. Following a Spring Saturday morning session on Intercessory Prayer led by Carolyn Carney, we introduced intercessory prayer times before Sunday services. The results were evident with increased freedom in worship and obvious movement of the Holy Spirit in people's lives. In consequence, we devoted our annual retreat to learning about Intercessory Prayer, with Carolyn leading us into further depth. Healing Prayer services are now held every Thursday lunchtime, and we are seeing clear answers to prayer. Prayer remains at the heart of our house churches and prayer characterized the Rector Search. Each Wednesday the staff meets to pray for the congregation using the prayer request forms on the weekly bulletins.
4. We have continued to grow in community, particularly seeing the further integration of more marginalized members of our community into church life, including the morning service. Thirty members of community ministries attended the retreat this year. We now have three additional streams of social activities (Integrate, Disintegrate and Sage and Time) to help people relate well to each other. We have been brought together in joy at baptisms and weddings, in pain at funerals and walking together with people experiencing sickness.
5. We have been very well served by a dedicated Rector Search Committee which has put countless hours into the search for our next Rector. Founded in prayer, they conducted a congregation-wide survey to provide everyone with an opportunity to share their thoughts on the next rector. This was followed by face to face consultations across congregations, house churches and other groups. The results were fed into a parish profile and an advertising program was launched. Forty applications were received by the deadline which is largely unheard of in Episcopal churches in Manhattan today. Ensuring that they were rigorously fair, the Search Committee narrowed this down through a process of sifting through applications and interviews via Zoom, to a short list of five. That list was further reduced to 2 as a short list for the vestry to consider, during a Vestry meeting on November 27<sup>th</sup>, at which point the Search Committee stood down with our deep thanks. There has been a huge commitment, which will serve our parish well in years to come. The two short listed candidates visited the parish for interviews in early January. Both were outstanding men of God seeking his will for their lives. The Vestry met on January 14<sup>th</sup> 2019 and, after prayer and discussion, selected one of the candidates as our next rector.

6. We have sought to improve communication. A new website was launched in May and has been very well received, evidenced by the number of people joining us after researching churches on the web. Many thanks to Seth Little and Chelsea Horvath who led this project with our communications consultant, Elizabeth Carr and our web designer, Nicole Belasco. This was part one of our communication strategy and was followed in September by the launch of two weekly emails, a short Monday letter on what happened the previous day with links to the sermons, books etc., and a longer email on Thursday/Friday informing congregants of what is coming up. In addition, we are using Facebook and Instagram much more frequently and are further developing the All Angels' blog. Early in 2019, we plan to introduce new print media to welcome everyone to church and provide information about our activities.
7. We have focused on building repair and renovation. At the beginning of 2018 there were significant concerns at aspects of our church building. The side walls were leaking, the roof was letting water, the wifi was wholly inadequate, the electricians were possibly dangerous in some places and the kitchen needed urgent renovation. The Vestry decided that we should pursue all these projects which, in the absence of a sexton, has been a major undertaking. We now have city approval to work on the external walls; following repairs the roof is no longer leaking; the wifi installation is complete; an electrical contractor is due to begin work soon and our plans for the renewed kitchen are well underway. In July we launched an appeal for \$220,000 to fund the kitchen and were deeply grateful to receive all this in gifts over the next three months. We are grateful to God, the congregation and neighbors for such generosity. We anticipate that the kitchen project should be completed by the time the next Rector joins us.
8. We appreciate the huge work by Wardens and Vestry. The Wardens and Vestry met monthly to lead the church. In addition the Wardens, the Vestry clerk and the Interim Pastor, sometimes with the Vicar, met monthly for detailed discussions and planning purposes. In July Tim Strabbing stepped down as warden following his relocation to Detroit. He was succeeded by Keith Kallen. We are deeply grateful to Jason Gaboury, Tim and Keith for their leadership. One of the highlights of the Vestry year was the October meeting which was devoted exclusively to intercessory prayer for the parish. It is so good to have a leadership team founded in prayer. In summer 2018 two staff members, Heidi Goldsmith and Trevor St John Gilbert, left us for other ministry opportunities. Jenna Conarroe replaced Heidi on a temporary basis until she moved to work for Restore. Jocelynn Picard joined us as an additional team member in Community Ministries and Sean McDowell and Jack Ricci joined as Operations and Communications Manager and Youth Minister respectively.
9. We have seen a renewed focus on Stewardship. In the final months of 2017 we appointed a Stewardship committee, led by Martha Lee and Jordan Wesley, to refocus our giving as we responded to the generosity of God. The committee worked throughout 2018 and are spearheading a pledging drive for 2019. The committee is a standing committee of the Vestry and is elected at each Annual Meeting. Savannah-Eaves-Kohlbrener left the committee to move to London.
10. We are blessed by many people involved in a range of ministries as you will see from the reports below. We have a huge number of people engaged in active ministry in our church. This level of service is untypical in churches today. We know it comes at personal cost and are grateful.

## Challenges Remaining

As Rome was not built in a day, so there remain a number of challenges to the efficient and effective work of the church. These challenges are diverse in type and size. They include:

1. **Growth and our aspirations.** As a growing church there are always more demands than we can meet and choices have to be made all the time.
  - The most significant growth is in the demand on our community ministries where the requests for assistance are much greater than we can meet. Please pray for wisdom for our CM leaders.
  - We are also growing our children and youth ministry rapidly and have the potential for youth outreach which would greatly enhance our youth numbers
  - We do not have a sexton to manage our buildings which is a continuing challenge.
  - Whilst the move to recreate the Staff Assistant post as a Chief of Staff role was good in focusing on neglected areas of coordination and communication, we were left with a significant gap for someone to undertake routine administrative task. The Vestry agreed to reinstate a Part-Time Staff Assistant for which we are currently advertising
2. **Buildings.** By the end of March 2019 we shall have undertaken the major work to make our building structurally sound, safe and legally compliant. This has been no small task. The building will still look tired and will need constant work to refresh it. There are four areas for future focus which will carry cost:
  - **Disabled access.** We have a growing number of elderly and disabled people, some of whom have been congregants for many years. They are looking to the prospect of no longer being able to worship with us as their disability increases to the extent that they can no longer access the building via the stoop or climb the stairs to the sanctuary. We have done some preliminary work on installing an elevator. This indicated that we would almost certainly be refused permission for an external elevator (\$1 million) but would be given permission for an internal elevator and external ramp (\$2 million).
  - **Safety and Security.** Our community ministries staff are subjected to frequent threats from their clients and feel a need for better protection. Moreover, in the current febrile climate in the USA, our premises are not well designed to protect against an intruder who might be armed. To address the safety and security issue we have asked our architect to cost plans to change our entrance to make it more welcoming and secure.
  - Our **welcome area** is poor, particularly at times when community ministries is in full swing. We need to create a welcome space for all visitors with a second line space for different ministries. We have commissioned an architect to look at ways in which we can redesign our entrance to make it more welcoming and incorporate unobtrusive security measures.
  - **Staff accommodation** has developed ad hoc as needs arose, rather than being planned for our current needs. The Rector's Office doubles as a meeting room and workspace which is deeply unsatisfactory. It will be a matter for decision by the next rector on what to do but there is an option to subdivide the existing room, leaving the Whiting Room as a meeting space.
3. **Staffing.** In New York staff turnover everywhere is a fact of life. In summer 2018 we lost two staff and appointed three. Our salaries are only just competitive. In the normal run

of things we should anticipate losing at least two staff a year with associated recruitment and training costs

### **Budget Implications 2019: a brief commentary to be read alongside the Treasurer's Spreadsheet**

#### **Staffing:**

There will be increased staffing costs in 2019 for things already agreed. These are:

- The departure of the Interim Pastor
- The arrival on the new Rector
- The move to full time for Mary-Ellen including pension and health care costs
- The appointment of Jocelynn Ricard to a full-time post
- The appointment of a Part Time Staff Assistant
- The possible appointment of a Sexton, full or part time.

These have been incorporated into the budget plan.

#### **High Level Summary of All Angels 2019 Aims and Objectives**

**Our Mission.** All Angels will continue its historic **mission** as a theologically orthodox, socially progressive, Episcopal Church in the heart of Manhattan with a potentially global reach, focusing on the key elements which characterized the Early Church.

Acts 2: 42. They devoted themselves to the apostles' teaching and to fellowship, to the breaking of bread and to prayer.

Acts 4: 32 -34. All the believers were one in heart and mind. No one claimed that any of their possessions was their own, but they shared everything they had. With great power the apostles continued to testify to the resurrection of the Lord Jesus. And God's grace was so powerfully at work in them all that there were no needy persons among them.

**Our vision** will continue to be: To see people transformed by the gospel, formed into the image of Christ, and empowered for missional living.

In 2019 we plan to:

1. Welcome, install and onboard our next Rector and family into the family of All Angels, ensuring a seamless transition from our interim arrangements.
2. Bid farewell to the Interim Pastor
3. Continue to build on the 2018 focus on systematic Bible teaching and powerful praying, with increased emphasis on healing and other intercessory prayer.
4. Refocus ourselves towards outreach evangelism in all areas of church life, with the reintroduction of the Alpha course in February 2019.
5. Continue to build our growing work with children, youth and families, with continued emphasis on engagement with Scripture, living worship, building community and outreach to children, youth and families within our reach.
6. Continue to enhance our ministries to marginalized communities, fundamentally reviewing how we might make our, already successful, work even more effective and how to replicate this success across other church providers.

7. Continue to invest in quality worship, which honors God with a range of musical and other arts styles and to encourage our 'arts' community to grow in faith and Christian witness together.
8. Continue to invest in whole body ministry by encouraging all parishioners to discern and use their God-given gifts in the church and beyond. We will work closely with those in our church who are exploring vocations to ordained or other Christian ministries whilst equipping the whole body to live out the Gospel in their daily lives.
9. Continue to be good stewards of our facilities and our financial resources, ensuring that we invest wisely and consistently in people, premises, and financial management, in a way in which we are clearly accountable to God, his people and the civil authorities.
10. Continue to engage fully with the Episcopal Church in New York by exploring revitalization of at least one struggling parish.

As I make plans to depart at Easter, I want to pay tribute to all the staff, Wardens, Vestry and the whole church for your amazing support, friendship, tolerance and followership over more than 18 months. It has been a privilege to serve here and to see so many exciting answers to prayer in a growing and dynamic fellowship. May God bless you even more richly in the coming days that you may bring light and hope in New York City and beyond. Sheila and I will miss you.

Jim King

## **The Diocese of New York and Church Planting & Revitalization**

Submitted by Christine Lee

It is incredible to me that during an interim time when most churches hunker down and focus inwardly, that our Vestry would pass a resolution to explore church planting/grafting/revitalization in response to God's call to proclaim the good news in our city. The Spirit of God is at work in our diocese. There is a growing number of priests and parishes catching a vision for planting new churches and revitalizing struggling ones. Bishop Allen Shin has formed a new church planting group that I am a part of made up of priests discerning a call to church plant; those who are "replanting" struggling churches; and those who are part of well-resourced parishes that want to support these efforts. There is a palpable and growing sense of excitement, synergy and expanded missional imagination as more connections are made in the wider body of Christ, between our diocese and the national church, across denominations in our city, and with the wider Anglican church, coming together around this new thing God is doing in NYC. God has blessed All Angels' abundantly and it is natural that we would be asking, "Lord, how are you calling us to bless our city and our diocese?" The story of the Episcopal Church has been one of death and decline. In this season, we are pressing into the story of resurrection and new life. More to come in months ahead!

## **Wardens' Report**

*Submitted by Jason Gaboury & Keith Kallen*

God has blessed All Angels' Church abundantly this past year. Each area of ministry has grown and flourished as evidenced by the number of babies in the nursery, Sunday School, and youth programs, to the number of meals provided each week, to the variety of offerings and

participants in our worship life. Our core identity has been strengthened as we've shared in daily scripture reading and reflection together, and as we gathered, synthesized, and incorporated congregational feedback in our self-study and parish profile. We committed ourselves to prayer in new ways, in the discipline of gathering before service to pray, in contemplative prayer, in learning and practicing intercession at the parish retreat.

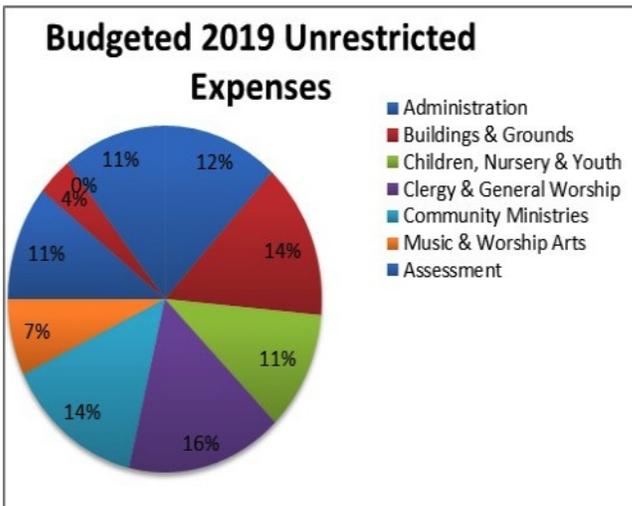
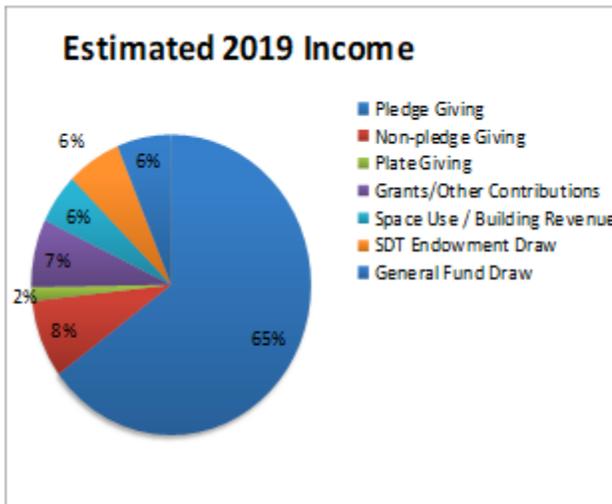
Stewardship of time, talent, and treasure was an important element of our life together. A core group of All Angels' parishioners, under the leadership of Jonathan Hansen and Eva Ting, invested significant time and energy to the work of describing our parish to potential Rector candidates, reviewing applications, and interviewing candidates. A stewardship committee, led by Martha Lee and Jordan Wesley, formed this year that, in turn, led a successful campaign for a kitchen renovation. More volunteers than ever are participating in All Angels' ministry. Last year, we passed a balanced budget that included increased pledge giving. By the end of December, your giving surpassed expectations. This is all the more remarkable given widespread participation in the Kitchen renovation project not included in the budget projections for 2018. The Vestry has demonstrated wise and thoughtful stewardship, both responding to challenges and looking to the future. The Vestry has continued to actively discern All Angels' role in church planting / grafting, staffing implications, budget growth, and discernment of a new rector.

Two years ago, the Wardens stood before the congregation and announced that, despite a sudden and unexpected leadership transition, All Angels' was alive and well. Two symptoms of growth in living organisms are growth and multiplication. God has demonstrated his generosity to our parish this year in ministry growth, robust collaboration, and continued movement toward ministry multiplication. What a joy to continue to testify, that All Angels' is alive and well.

## Financial Report

Submitted by Karen Dealey

	<u>2019 BUDGET</u>		<u>2018 BUDGET</u>	
Pledge Giving	1,200,000	65%	850,000	57%
Non-pledge Giving	155,000	8%	215,300	14%
Plate Giving	28,000	2%	12,600	1%
Grants/Other Contributions	135,000	7%	100,500	7%
Space Use / Building Revenue	100,000	5%	109,200	7%
SDT Endowment Draw	116,093	6%	108,200	7%
General Fund Draw	115,774	6%	108,200	7%
<b>Total Revenue</b>	<b>1,849,867</b>	<b>100%</b>	<b>1,504,000</b>	<b>100%</b>
Administration	247,256	12%	248,640	16%
Buildings & Grounds	300,455	15%	228,573	15%
Children, Nursery & Youth	229,791	11%	160,450	10%
Clergy & General Worship	333,225	16%	287,890	18%
Community Ministries	292,649	14%	197,946	13%
Music & Worship Arts	148,277	7%	137,477	9%
Assessment	221,798	11%	173,744	11%
Missions	75,000	4%	50,000	3%
Rector Search	-	0%	25,000	2%
Capital Expenditures	220,000	11%	58,194	4%
<b>Total Expenses</b>	<b>2,068,452</b>	<b>100%</b>	<b>1,567,914</b>	<b>100%</b>
<b>2017 Surplus for CapEx</b>	<b>220,000</b>		<b>-</b>	
<b>Net Operating Budget</b>	<b>1,415</b>		<b>(63,914)</b>	



Investment accounts were \$3.7 million at the end of December 2018 and cash balances were \$660,000 (includes funds collected to date from the kitchen campaign), which provides the vestry a sufficient cushion given the variability in offerings from month to month and the ability to finance unanticipated expenses - including capital improvements.

The proposed budget includes increased staffing costs (recent hiring in latter part of 2018 of new full-time positions, planning for a sexton, on-boarding a new Rector, increased nursery staffing), costs associated with increasing building security, accommodating trending growth across ministry areas, capital expenditures for electrical and wall repair and increased missions giving.

## Stewardship Committee:

Submitted by Jordan Wesley and Martha Lee

What a year 2018 was for the stewardship committee! It was our inaugural year and the committee began by honing our vision for what a life of open-handedness toward God and our neighbor looks like in the body of Christ. We were inspired by a vision of God's kingdom abundance to move beyond our comfort zones and to normalize "money talk" around our larger family table. The committee's conversations led to an exciting update to the giving page of the website as well as an inspirational testimony series, on the blog and from the pulpit, about how parishioners' lives have been transformed by practices of generosity and stewardship.

In June, we agreed to tackle a kitchen renovation project. You all rose to, met and then exceeded the call to fund our first capital campaign. We have raised over \$250,000 to fund the project. Your gifts covered the initial cost estimate as well as the inevitable cost increases that come with NYC permits and construction. Expect to hear another progress update in the warmer months when renovations will be less intrusive for Community Ministries.

113 pledge cards were received in 2018, totaling \$869,907 towards our goal of \$850,000. Towards the end of the year, we found a significant discrepancy in the number of fulfilled pledges, causing a potentially large deficit to our budget. True to God's abundance among us, a member of All Angels offered a matching gift of \$100,000; and again, the congregation rose to, met and then exceeded the call to give generously. By December 31st, pledgers had given \$959,185.

When we look back at the story of God's abundance in 2018, we celebrate the ways God provided and stirred us to give sacrificially. Looking ahead, the staff has put forward a robust, spirit-filled budget for 2019 that speaks to the needs of our growing parish as well as their vision of how God is moving us outside the walls of All Angels.

To support this vision, we prayerfully and joyfully ask the parish to commit \$1.2 million dollars in pledged giving this year.

We joyfully anticipate that this community will rise to meet and even exceed this call. To help the Vestry plan, please share with us your giving intentions through a pledge card before you leave today. You may also email pledges to [stewardship@allangelschurch.com](mailto:stewardship@allangelschurch.com) or submit your pledge online at <https://allangelschurch.com/giving/financial-covenant/>.

Your Stewardship Committee: Kevin Oro-Hahn, Charles Fili, Mary Johnson, Keith Kallen, Kelly Brewer, Joy Rose, Jordan Wesley

## Reports of Ministries of All Angels' Church:

### **House Churches and Small Groups**

Submitted by Christine Lee

House churches and small groups continue to be significant places of fellowship, formation and prayer in our community. This fall, several house churches and the 3:45 Bible study participated in a new pilot curriculum on reconciliation created by The Rose Castle Foundation. It generated rich conversation and reflection in light of our current social and political climate. Two new house churches were started, one in Morningside Heights led by Erin and Henri Roesch and one in Brooklyn led by Pamela Wong. We piloted two midweek formation groups, Engaging With Scripture and Spiritual Practices which was a meaningful time of learning and practice in community. Contemplative Prayer led by Jen Knight is an anchor on Sunday mornings before the 10 am service along with David Larrabee's post-service Bible discussions which will continue during our Ephesians sermon series this year. We are looking forward to running the Alpha Course this February to engage seekers and those new to faith.

### **Altar Guild Report**

Submitted by Joan Barnwell

True or False:

1.  The Altar Guild is always a private "club" for especially devout old ladies.
2.  Its work is difficult and boring.
3.  Altar Guild members requires a long-term commitment from long-time parishioners.

It may surprise some people to find that all three statements are most emphatically FALSE.

What is TRUE is that your once large Altar Guild team has shrunk to a very small number of dedicated men and women who prepare and maintain the space and objects needed for our communal worship, the very heart and soul of our Sabbath and all other occasions of worship.

In 2018, as in every year since All Angels' began, your Altar Guild has carried out its mission adequately, but the small number of volunteers for our mission has made this increasingly difficult to do, especially to the degree that our Lord's worship deserves.

To express it as might our many parishioners involved in the performing arts, the work of "God's Stage Crew" is to maintain the costumes, props and settings so that the actors may give their best performance to the audience; only in this case, the clergy and worshipers are the actors, and the "audience" we are serving is God.

Our hope for 2019 is to increase our numbers so that through smaller commitments by a larger number of people called to this vital work we may achieve several goals:

- More manageable commitments of time per person.

- Enhanced worship experience at both the morning and evening services. A larger team would allow the Altar Guild time and resources to attend to details that now may be missed, such as refurbishment or replacement of worn articles.
- Providing a firm future for our Altar Guild by passing our knowledge and skills to a new generation, while taking advantage of knowledge gained from our diverse congregation's experiences at other churches.
- The development of more formal structures of training, scheduling, roles and security within the team.
- Offering our entire community the chance to share in the joy of serving the Lord and their fellow worshipers. We hope shortly to announce an opportunity for our parishioners to learn more about the Altar Guild and its work.

To summarize, the Altar Guild needs your help, whether morning or evening, male or female, young or old, single or as couples, to ensure that in our worship we give our very best to God.

## **Children and Youth**

### **Children's Ministry**

The 2018 Ministry included some exciting additions to Children's Ministry. An evening Children's Worship program began in November to accommodate families who affiliate with the 5PM. Under the leadership of Amy Hitotsubashi, children are invited to a 35-minute circle time where a story is told in the style of Godly Play. It has been well received and has had between 3 and 9 children attend weekly. The Evening nursery continue to offer nursery care to 6 month through 4 year olds while 4 to 8 year olds have advanced to join Children's Worship.

In June 2018, Children and Youth received a Calvin Vital Worship Grant to help develop young people as worship leaders. To date, children have sung special offerings in the service, offered an All Saints' presentation, performed their Christmas Pageant, directed by Ashley Gonzales. A youth worship ensemble, led by Jessica Smith and Tania Oro-Han, has played music within the morning worship service twice. The Epiphany gospel reading was offered by a youth reader and children-as-three-kings. More projects are anticipated as the grant continues through Spring 2019.

Overall attendance at children's programs has increased. Thirty-nine children affiliate as "member" children with 25, on average, participating weekly. The children's ministry footprint of four morning children's worship groups, four Sunday school classes and one evening children's worship requires many volunteers. It is not uncommon to have anywhere from 14 to 26 people volunteer in varying capacities on a given Sunday.

Beloved events and clubs continued such as missions club, the annual acolyte altar guild tea party, Footsteps: a children's passion play, 4-54-th grade retreat, and many more.

## Youth Ministry

In August, 2018, Jack Ricci, joined the staff as a Full Time Youth Coordinator. We said goodbye to Trevor; Lindy reduced her hours as she continues her Ph.D work. Junior and senior high youth groups continued to expand beyond their traditional Sunday morning time footprint. Monthly fellowship opportunities in students' homes or neighborhoods satisfied longing for more fun time together. Youth Worship Nights offered periodically through the school year create a different format for young people to come together over a meal, engage in discussion and worship God together.

When asked to serve on a children's retreat, some youth agreed and dubbed themselves "LIT," leaders in training. They demonstrated hospitality and the love of Jesus as they staffed a retreat. It didn't stop there. They have continued to meet weekly in a home in Inwood, inviting friends, and diving more deeply into what it means to become disciples.

Both junior and senior high youth groups continue to meet weekly on Sundays following the morning service. Pam Wong and Chad Kidd lead the Junior High while Jack Ricci and volunteers lead the Senior High.

Both children as well as youth ministries have benefited enormously from generous grants from the All Angels' Farm Fund which assisted 24 children with camperships last summer, supported 4 retreats over the year serving nearly 90% of the young people at All Angels'. Additionally, the Farm generously supported the fundraising efforts of our youth who traveled to Memphis on a service trip helping to repair homes over the summer.

## Community Ministries

*Submitted by Chelsea Horvath*

The problem of homelessness remains a significant issue in New York City, and All Angels' is committed to being a part of the solution. Community Ministries has been growing steadily over the last year in result of both the need in the city, and the attractiveness of our programs. Between our drop-in program, weekly shelter, Sunday Bible Study, and special events, Community Ministries served at least 681 individuals in 2018, with over 8,000 encounters. The priority of Community Ministries remains *to love radically as we value the poor, oppressed and marginalized people of the city as integral to the life of the Church.*

We move into 2019 with gratitude for the year past. We have grown together in faith, in service, and in relationship. Some CM participants have found housing, jobs, or sobriety and have moved on from All Angels' Church as a result. For others, our crisis services continue to address immediate needs; our events create community; and our daily interactions encourage authentic relationship, as difficult as that may sometimes be. Through the myriad components to the ministry, the Holy Spirit is moving and many of those who utilize our services are finding a genuine desire to grow deeper in their faith.

In addition to the support staff (Rodney Allen, Akira Tsuchiya, John Matthews and Isizah Black) who are the front line-workers of CM, we now have a new addition to our team, Jocelynn Ricard, who came on in August as the full-time Community Ministries Program Manager. In her role as the CM Program Manager, Jocelynn oversees all volunteer coordination and recruiting,

as well as monitors the day-to-day operations of our weekly programs. This has allowed space for Chelsea Horvath, the Director of Community Ministries, to focus on the strategic development of the ministry for the years ahead.

At the close of 2018, we celebrate significant progress in our ministry, including the purchase of a data management system, which will allow our team to thoughtfully engage program participants in the intake process, service plans, and follow up care needed to best support them in their efforts for shelter/housing, jobs, and personal wellness. In addition to increased partnerships, training and awareness opportunities, volunteer engagement, and church integration, our new focus on program planning and evaluation will take Community Ministries to the next level of impact for God's Kingdom.

To our All Angels' Church congregation, our UWS neighbors, CM participants, Hope for New York, Emmanuel Presbyterian Church, the Calhoun School, and others—thank you for making Community Ministries a thriving ministry of love, justice, equity, and mercy.

**Current Programs:**

- 3:45pm Bible Study (avg. 30ppl/wk)
- Sunday Night Community Meal (avg. 100ppl/wk)
- Sunday "Sabbath" Shelter (avg. 38ppl/wk)
- Pathways Drop-In (social, medical and psychiatric services, pastoral care, mail service, showers and toiletries, light breakfast/lunch, hair cuts, etc.) (avg. 120ppl/wk)
- Community Building Events (Christmas & Thanksgiving meals, Summer picnics, Laundry Love, creative expression, etc.)

## **Healing Prayer**

*Submitted by Sachiko Clayton*

In 2017/2018, the Healing Prayer Team has been steadily offering prayer during the Eucharist, and after service in the evening. Members continue to meet regularly to stay connected, pray for one another, and learn together. Individual appointments are still available by email and the team has been bringing back prayer after the morning service. Together with the clergy we are considering other ways to be available to the congregation. In 2019, Sachiko Clayton will be stepping down as leader of the Healing Prayer Team with Christine Lee, Joanna Thomas, and Adri Bagnall Munson taking over interim leadership and administration.

## **Missions' Committee**

The Missions' Committee has been working to increase the congregation's awareness of the needs of the global church and to support ministries working to address those needs. In 2019, we seek to build upon these efforts in line with our church's vision of being "empowered for missional living."

The committee conducted two main activities at All Angels in 2018. First, we led Prayers of the People during the 2nd Sunday of the month about the issues and challenges faced by Christians in one specific country, closing with reciting the Lord's Prayer in the native language of that country. We also led the Children's Missions Club, educating the children about missions in general, different countries' situations and ways we can help pray and support them.

With our overall budget of \$50,000, we have supported ministries within the US, Africa, and in India, with amounts ranging from \$2,250-10,000. In 2018, the committee gave grants to Intervarsity Fellowship (US), Younglife (US), Focus New York City (USA), Wycliffe USA – Bible Translation (Chad, Africa), the Diocese of Eastern Himalaya (India), and the Eleutheros Christian Society (India)

If you have questions about the committee/any of these ministries, please contact Leslie Paik at [leslie.paik@gmail.com](mailto:leslie.paik@gmail.com)

## **Worship Arts**

*Submitted by Seth Little*

The Worship Arts Ministry continued throughout 2018 to organize teams of parish musicians and artists to serve the church in worship according to their gifts. This project, shared between the two Sunday services, constituted the core work of the Ministry. The rebooted Gospel Choir, under Mark James's direction, celebrated a full year back in December and with its largest participation to date! The Youth Worship Band made their debut appearances this past in 10AM worship services, and leaders Jessica Smith and Tania Oro-Hahn deserve special recognition for building this ensemble from scratch since the Summer time! Outside of Sundays, we sent parishioners to Tribeca Film Festival and posted their film reviews to the church blog; introduced a Make Cafe series to nurture the creative life of the parish; sponsored a new music piece in collaboration with pianist, producer, and parishioner Lana Norris; hosted an art class and sale with Community Ministries; gathered parish artists for special connection dinners; and took to the neighborhood caroling just before Christmas. As director, I personally invested in a range of relationships over the course of the year, with our own excellent ministry staff, with many individuals in our parish including many artists, and with key contacts across the city.

I am excited for the year ahead as we continue to invest in the artists of All Angels' and empower them to serve in worship, yes, and also in the critical work of Christian formation and evangelism. Already on the calendar for 2019 are a recording project with the 5PM music team, a special art exhibition in the Spring, and a partnership in the Fall to host the first-ever Madeleine L'Engle Conference! These projects and events will complement a liturgical calendar's worth of arts programming in worship that will help us to better indwell "God's time" as God's people. I have personally committed to investing in my own growth as a musician and artist even as I attempt to serve as a minister and organizational leader. As always, I welcome conversation and feedback as we seek together God's kingdom in and through All Angels'.

## Current Vestry

<u>Name</u>	<u>Position</u>	<u>Term Ends</u>
James King	Interim Pastor	--
Christine Lee	Vicar	--
Karen Dealey	Treasurer	2019
Jason Gaboury	Co-Warden	2020
Keith Kallen	Co-Warden	2019 (replacing Tim Strabbing)
Hyatt Howard	Member	2019 (filling vacancy)
Ariana Miller	Member	2019 (filling vacancy)
Jordan Wesley	Member	2020
Kay Bhothinard*	Member	2020
Funmi Akintayo-Mullis	Member	2020
Ayelish McGarvey	Member	2021
Jonathan Hansen	Member	2021

Vestry members serve a three-year term.

Wardens serve a two-year term and may be reelected.

Members designated with an asterisk (\*) are filling an unexpired term and may stand for election to their own term of three years.

## Vestry Elections

### Officers and Members of Current Vestry

<u>Name</u>	<u>Position</u>	<u>Term Ends</u>
Keith Kallen	Co-Warden	2021
Hyatt Howard	Member	2022
Arianna Miller	Member	2022

# Rector Search Committee

Submitted by Jonathan Hansen and Eva Ting

In September of 2017, thirteen parishioners from all corners of the congregation came together to form a committee whose ultimate purpose was to recommend candidates to the Vestry for the role of Rector of All Angels' Church. In November 2018, the committee completed its work, having recommended two final candidates to the Vestry. The path to these final candidates was comprised of the following steps in 2018:

Activity	Timeframe	Results
Surveying the Congregation	January	188 parishioners surveyed
Facilitating Parish Listening Sessions	February - April	21 listening sessions reached 200+ parishioners
Creating the Parish Profile	March - May	17-page profile & job description published to applicants
Receiving Candidates	May - July	40 eligible candidates applied
Evaluating Candidates	July	12 candidates submitted to the Bishop for approval
Diocesan Review	August - September	11 candidates approved by the Bishop's office
Video Interviews	September - October	5 candidates chosen for in-person interviews
In-Person Interviews	November	2 candidates unanimously recommended to the Vestry

The search committee members were:

- Ariana Miller
- Ayelish McGarvey
- Belinda Luscombe
- Beverly Cook
- Eva Ting
- Jeannette Larson
- Jeff Mays
- Jonathan Hansen
- Joshua Clayton
- Pam Wong
- Paul Johnson
- Peter Field
- Todd Parker

Collectively, the committee logged well over 10,000 hours listening to candidate sermons, reviewing resumes, interviewing candidates, and meeting to discuss potential candidates.

Throughout, the process was deliberative and consensus-driven, and the committee ended its work with full confidence that whatever candidate the Vestry chose would be a good option to lead All Angels' Church into the future

### **Closing Prayer: A General Thanksgiving**

Accept, O Lord, our thanks and praise for all that you have done for us.  
We thank you for the splendor of the whole creation,  
for the beauty of this world, for the wonder of life, and for the mystery of love.

We thank you for the blessing of family and friends,  
and for the loving care which surrounds us on every side.

We thank you for setting us at tasks which demand our best efforts,  
and for leading us to accomplishments which satisfy and delight us.

We thank you also for those disappointments and failures  
That lead us to acknowledge our dependence on you alone.

Above all, we thank you for your Son Jesus Christ;  
for the truth of his Word and the example of his life;  
for his steadfast obedience, by which he overcame temptation;  
for his dying, through which he overcame death;  
and for his rising to life again, in which we are raised to the life of your kingdom.

Grant us the gift of your Spirit, that we may know Christ and make him known;  
and through him, at all times and in all places, may give thanks to you in all things. Amen.

Book of Common Prayer, p. 836

*Please remember to clean up any trash from lunch  
and dispose of it properly. Thanks!*

**Clergy and Staff of All Angels' Church:** The Rev. James King, Interim Pastor, The Rev. Christine Lee, Vicar; Chelsea Horvath, Director of Community Ministries; Mary Ellen Lehmann, Director of Children and Youth Ministries; Seth Little, Director of Worship Arts; Ann T. Kosmerl, Parish Administrator; Sean McDowell, Operations and Communications Manager; Jocelynn Ricard, Community Ministries' Program Manager; Jack Ricci, Youth Ministries; Amy Hitotsubashi, Nursery Coordinator; Jose Gonzalez, part-time Sexton; Rodney Allen, Operations Staff; John Matthews, Operations Staff, Isizah Black, Operations Staff.