

All Saints Church
Wardens' Planning Task Force
April 21, 2020

We began 2020 committed to it being a year of visioning for the future with the knowledge that changing economic realities meant the 2021 budget, and its program and staffing plan, would need to be substantially different than years past.

The emergence of a global pandemic has brought this commitment into even sharper focus. Realities we thought would be emerging over years are now emerging over months. We need to respond strongly and faithfully to this new reality, in a way that strengthens the resilience of this community during this a difficult time, and leads us to the rebirth of All Saints Church. That has been the goal of our Values-Mission-Vision process that we began a few years ago.

Because of this, the rector and wardens have designed a process to plan for the 2021 budget and staffing structure that will run through the summer and will provide a strong, resilient foundation for continuing to engage the formal work of the 2020 Vision process in the fall.

Why: We need to plan for the 2021 budget and staffing structure now. As the world is changing in many ways, some of which we cannot predict over the next year or so, we still need to adopt a budget that is responsible and representative of who we are as a church.

Many things will not change. All Saints will be here as a church, led by our Values and Mission statement. While living out those out in daily life and in policy may look different, they are still our guides, our north star.

Our process will be different this year to reach a budget in a timely way. When we passed this year's budget we committed, to rethink the process and examine how we can realistically plan, knowing the church's income will be reduced in the coming years. The global pandemic has accelerated the need to complete the work.

What: The rector and the wardens will establish the Wardens' Planning Task Force (Task Force) to guide the process of the 2021 program planning and budget creation. We expect that the outcomes from this Task Force's efforts will inform the ongoing visioning process, as well as eventual strategic planning. The work of this Task Force, while rooted in the need for All Saints to determine how it will operate and be church in the next 18 months, is linked both to an ongoing effort to modify our budgeting process as well as the continuing work of the 2020 Vision Committee.

How: The Task Force will work with Vestry, Staff and the Finance Committee to develop options for a **draft** 2021 budget that supports a program and staffing plans by:

1. Proposing three options for a draft 2021 budget to the Vestry for consideration.

2. Developing a realistic financial/budgetary foundation upon which ASC's future planning can be developed.
3. Creating a planning process that is easily communicated and understood without being too time demanding or complicated."
4. Proposing program and staffing plans predicated on beginning from a "blank page" and driven by ASC's mission and core values rather than past budgeting practices.
5. Listening deeply to the experience and opinions of Staff in formulating options for Vestry consideration.
6. Engaging the Vestry in a meaningful way, at the policy level rather than tactical implementation level, making the best use of the time of the collective Vestry members and preparing them to make informed decisions as well as providing congregational direction and leadership.

The Task Force will create the process resulting in the Vestry having budget proposals by July 31, 2020. Guided by the Vestry input, the Task Force will look at the overall program, financial realities and propose options. This will affect staffing decisions. Initially, the Vestry will be asked for its input in two important ways:

1. Identify planning assumptions:

- The first task for the Vestry is to think about the assumptions that are underlying our community, the world and our church now and in the near future. We will need to keep these assumptions in mind as we think about the budget and staffing for the next year.
 - Definition of "planning assumption": Statements about what we think is or will be the fact, true or reality; given what we know, how we think the world and ASC will work. Statements that become one basis for decision-making.
 - Process: Vestry will be asked to suggest the initial planning assumptions after the April 21, 2020 meeting. Vestry members will email their three most important assumptions to Juan, Monique and Mike. These planning assumptions will be collected, organized and refined by the Task Force for final presentation to the Vestry for discussion and conclusions at the May 5, 2020 meeting. The Task Force will synthesize those assumptions into a short, functional list.

2. Identify guiding principles.

- The second gathering of your insights will focus on guiding principles that will create a frame for the final results.
 - Definition of “guiding principles”: Guiding principles are any statements that describe the parameters of any decisions we make in this process. No matter what form the church takes physically, these statements will be true. For example:
 - All Saints is a place and force for fostering community – bringing people together in meaningful relationship, both within the congregation and with the community outside the congregation.
 - All Saints seeks wherever possible to work in collaboration and partnership with other organizations.
 - If it becomes a reality that we cannot retain all our present staff, we will make those reductions with respect and as much support as possible at the time.
 - All Saints remains committed to Peace and Justice for all people.
 - Process: The Vestry will suggest desired guiding principles that align with, express and will result in achieving ASC’s mission and core values after the May 19, 2020 Vestry meeting. Vestry members will email their three most important guiding principles to Juan, Monique and Mike. The Task Force will collect, organize, analyze and refine the guiding principles for presentation to the Vestry for discussion and conclusions at the June 2, 2020 Vestry meeting. The Task Force will synthesize into a short functional list.

3. Identify three budget scenarios.

- Definition of “budget scenario”: A projection of potential revenue minus fixed expenses yielding an estimated revenue total that can be used to support program and staffing plans.
- Process: The Executive Finance Team will gather the necessary data and projections to develop three revenue scenarios (e.g. minimal revenue, above minimal revenue and stretch revenue.) - in terms of how much revenue we will have to work with to build budget options for Vestry consideration.

4. Identify three program and staffing plans.

- Definition of “program and staff plan”: The program priorities and number and kinds of staffing required to achieve ASC’s planning assumptions and guiding principles AND which can be paid for within one of the three budget scenarios.
- Process: With input from the Vestry and Staff, the Task Force, using the planning assumptions and guiding principles will develop draft program and staffing that fit within the financial parameters of each of the three budget scenarios.

5. Present three final draft program and staffing budget scenarios to the Vestry. The Task Force will present budgets and related program and staffing plans at the three revenue points based on all prior input received.

- Process: Once the final three program and staffing plans with the corresponding budget scenario are developed, they will be presented to Vestry for consideration and determination about what next steps will be needed to finalize and proceed with the staffing and program budget scenarios at a special meeting of the Vestry on August 4, 2020.

When: The work of the Task Force will conclude by July 31, 2020.

Who: The task force will be made up of Juan Mejia, Monique Thomas, MaryAnn Ahart, Steve Williams, Thomas Diaz, Janet Carol Norton, Tony Jackson, Gloria Pitzer, Brian Robinson, Julianne Hines and Mike Kinman. Director of Giving and Stewardship Terry Knowles will serve in an ex officio capacity.