

VISION 2020

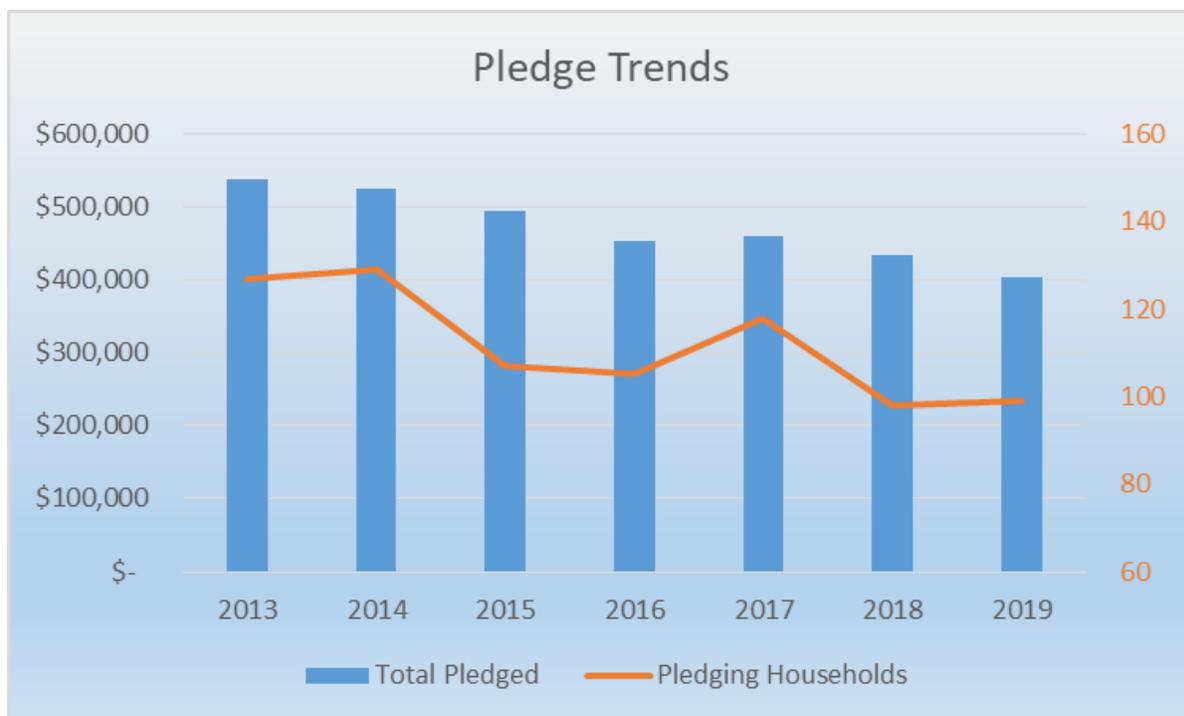
NOW IS THE TIME



Essential facts about our financial needs for 2020.

1. **The church's day-to-day operations depend on financial commitments from parishioners.** All Saints' and Christ the King share in a combined day-to-day Operating Fund. About 90% of this Operating Fund comes from financial commitments (pledges) made by parishioners of All Saints' and Christ the King.

2. **Parishioner support of the Operating Fund has decreased by 25% since 2013.** Over the past six years, financial commitments (pledges) by parishioners to the Operating Fund have decreased by **25%**. The total of giving commitments in 2013 was \$538,561. In 2019 the total pledged is \$402,786. The number of households making financial pledges has also decreased.



3. **Not having a full-time permanent rector for the last three years has disguised the sharp decline in financial commitments.** Since 2017 the total of all planned expenses and outreach has exceeded the total of all giving to the Operating Fund, resulting in deficit budgets each year.

The 2017 Operating Fund had a planned deficit of \$25,000. But that deficit was covered by not having to pay a full year of compensation for the rector and the

music director, who left in January 2017 and July 2017, respectively. As a result, 2017 ended with an operating surplus of \$113,000. The 2018 Operating Fund had a planned deficit of just over \$35,000, including plans to start paying a new rector during the second half of 2018. But that planned deficit was covered when 2018 ended without All Saints' having called a rector. As a result, 2018 ended with an operating surplus of almost \$24,000.

The current 2019 Operating Fund has a planned deficit of just under **\$70,000**. That deficit results even though the 2019 Operating Fund only provides for a limited compensation package for a part-time interim rector. The 2019 operating deficit will be covered by the accumulated surpluses from 2017 and 2018.

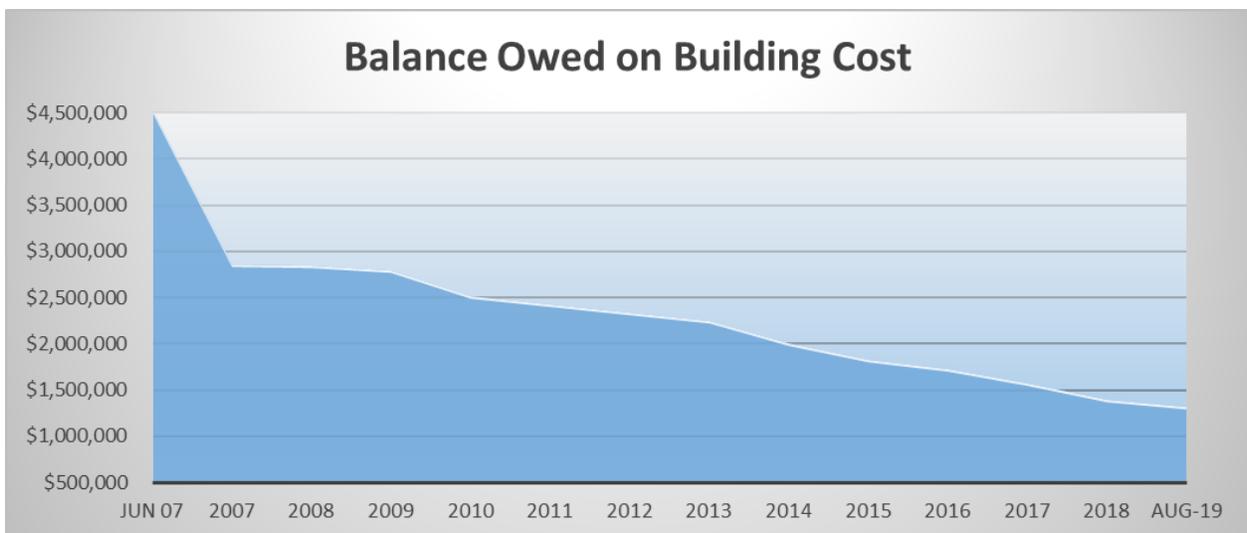
4. For the first time since 2017, the 2020 Operating Fund will plan for compensation for a full-time permanent rector for the entire year. Funding a full-time permanent rector's compensation package for the entirety of 2020 will increase total expenditures by about \$50,000 over current 2019 total expenditures.

5. Current levels of financial commitments to the Operating Fund aren't adequate to support a full-time rector in 2020. To address that, growth in 2020 giving must increase by a minimum of 15%. If 2020 financial commitments remain at the same level as now in 2019, the 2020 Operating Fund deficit will be about **\$120,000**. The remaining balance of the 2017 and 2018 surplus funds is projected to be about \$60,000 at the beginning of 2020, but that won't be enough to cover the deficit as in previous years. Because prior years' surpluses won't carry us through 2020, *the only way for All Saints' and Christ the King to provide an appropriate compensation package for the next rector is for all parishioners to significantly increase the level of financial commitments to the Operating Fund for 2020.* The minimum by which 2020 giving must increase over 2019, assuming use of the remaining surplus from prior years, is \$60,000, or **15%**.

6. Growth significantly beyond the required minimum will greatly ease the transition into 2021. If 2020 giving grows only by the 15% minimum required, the remaining prior years' surplus of some \$60,000 must be used. If all of that remaining surplus is used in 2020, then giving to Operating Fund will have to increase again in 2021 by at least another \$60,000 because all surplus funds will have been spent. A much better outcome for 2020 will be not to have to use the remaining surplus at all. To make that possible, the amount by which 2020 giving must increase over 2019 is \$120,000, or **30%**.

7. All Saints' depends on separate financial commitments from parishioners for debt reduction payments of some \$17,000 per month.

Construction of the major expansion of All Saints' campus—the new parish hall, kitchen, program space and offices—was completed in 2007 at a cost of some \$4.3 million. About two-thirds of that amount was borrowed. In the twelve years since, All Saints' parishioners have made a series of multi-year financial commitments—over and above annual commitments to the Operating Fund—which have been used to reduce All Saints' present indebtedness to \$1.3 million. All Saints' makes payments on this debt in the amount of just over \$17,000 per month. These payments don't come from the Operating Fund, but from separate financial commitments (capital campaign pledges) from parishioners. This debt is scheduled to be paid in full in 2026.



8. Because current financial commitments to debt reduction are completed or are very near completion, new and renewed financial commitments to debt reduction are needed now. It's been five years since All Saints' last made an appeal for financial commitments to debt reduction. Gifts from those multi-year commitments are now mostly completed. This means that the remaining income from those gifts isn't enough to make monthly debt payments. New and renewed financial commitments to debt reduction are needed now.

9. Temporary contingency funds are in place to make monthly debt payments while we await new and renewed commitments. In January 2019, All Saints' received an extraordinarily generous gift from the late Shirley Goodman in the form of proceeds from the sale of her house. Those proceeds, totaling \$116,400, have been allocated by the Vestry to reducing the debt on our buildings. Presently, those proceeds are being used to help make monthly

payments until new debt reduction commitments are received. About \$80,000 of Shirley's gift remains.

10. New and renewed multi-year financial commitments to debt reduction in the total amount of some \$1 million, to be paid over the next five years, are needed to enable the payment of All Saints' debt on schedule. If parishioners will make \$1 million in commitments to debt reduction payable over the next five years, the intention at the end of that period is to move what will then be a relatively small remaining debt service into the Operating Fund.

11. We can do this. We've done it before. As recently as 2013 when the need arose parishioners responded by increasing giving to the Operating Fund by 25%. Right after that, parishioners responded with five-year commitments to debt reduction totaling just over \$1 million. So the challenge we face for 2020 isn't unprecedented. But this time there's some urgency to it. We expect that our new rector will be called before the end of this year, marking the beginning of a refreshing new chapter in our life together. To prepare for this new chapter, and to be ready to welcome our new rector, commitments are needed *now* from each one of us:

- *Now is the time* for commitments to faithfulness in gathering weekly for worship.
- *Now is the time* for commitments to participation in the programs of the church, such as Wednesday night gatherings, Sunday school, EYC, Scouting, and other youth activities, Neighborhood Life events, and Saints' Brew.
- *Now is the time* for commitments to continued and increased giving by those who already give, in accordance with the needs outlined above.
- *Now is the time* for commitments to new giving toward addressing the same needs by those who don't presently give.
- *Now is the time* for those who have been away during our time of transition to reconnect.
- *Now is the time* for all of us to invite others to become a part of this community of faith that All Saints' and Christ the King share.

Simply stated, readiness for 2020 will happen only through new and renewed commitments like these. **Now is the time.**