

Report to All Saints Parish

November 2019 Vestry Retreat Outcomes

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Attachments

1. Excerpts of the Parish Strategic Plan (the full Plan is on the Parish Website)
2. November 2019 Vestry Retreat Working Agenda
3. Strategic Objectives annotated to show those substantially accomplished
4. Statement of Parish Values (Facilitators' Summary)
5. Vestry-Recommended Change to the Living Our Values Commission Objectives
6. Possible Parish Principal Missions Developed at the Retreat
7. Statement of Parish Values proposed for formal adoption by the Parish
8. Vestry-Proposed Bylaws Amendments relating to Friends of All Saints and the Office of Registrar

10 December 2019

2 Background of All Saints Strategic Plan and this 3 Report

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5 All Saints Parish adopted a Strategic Plan at the 2019 Annual Meeting. The intent of the
6 plan is to address challenges and opportunities, to further transition our Parish towards
7 what we believe our Lord would want us to be, and to prepare to call a Rector for the
8 Parish effective December 24th, 2021. The full Plan is on the Parish website; excerpts of
9 the Plan are at Attachment 1. The Parish has now had nearly a year of experience
10 executing the Plan and, consistent with the Plan itself, will consider potential changes to it
11 for its second year, 2020.

12 The original Plan was based on broad objectives developed by a small Parish team and
13 adopted by the Parish. As part of the work of 2019, a proposed Statement of Parish values
14 was developed to guide our future actions.

15 The Vestry Retreat was a working process from 22- 24 November 2019. The Agenda for
16 the Retreat is at Attachment 2 . Retreat expenses were paid by the individuals attending.

17 The Vestry's work covered three broad areas: analysis of Plan execution in 2019,
18 consideration of how the Parish values developed in 2019 might impact the Plan, and
19 development of specific recommendations for going forward.

20 This constitutes the Vestry's Report of that Retreat, with specific recommendations to the
21 Parish regarding its further execution in 2020. The Parish is asked to consider it and will
22 vote on the Vestry's recommendations at the 2 February 2019 Annual Parish Meeting.

Summary of the Vestry's Analysis of the Execution of the Strategic Plan in 2019

The Vestry made the following overall observations:

- The support of the Parish has been exceptional and is changing a plan into reality. This is greatly appreciated.
- The Strategic Objectives for this year have been substantially realized. (See the annotated Objectives at Attachment 3.) Most objectives have continuing effect into 2020. During the year some committees determined it would be best to defer initiation of certain objectives into 2020 to allow them to focus on more pressing objectives. In those few cases, their determinations had been reported to, and concurred in, by the Vestry.
- Financially, we have been able to meet our commitment to “operate in the black”, thanks to fiscal discipline, the work of the Finance Commission and the Treasurer, and – most importantly -- the excellent follow-through by parishioners on pledges and other financial commitments.
 - o Fiscal discipline has included: realistic budgeting and constant review; economies; requiring identification of available funds before approval of initiatives; spending by quarterly allocations; and, informing the Parish of worthy but unfunded needs and ways they could help (“Targeted Funding”).
 - o Concerted efforts by the Finance Commission working with partners who use our facilities on a long-term basis; as well as establishment of the Campus Use Coordinator Team have realized welcome income improvements and should continue to do so in 2020.
- Overall, the Commission/Committee process is working well, thanks to their members and dedicated Chairs and Co-Chairs.
 - o Committee Chairs and Co-Chairs have evolved as indispensable members of the Parish Leadership.
 - o Notable during the year was a gradual development of committees as social and mutual support groups in addition to their primary mission purposes, as well as helpful cross-support between the committees. This was very welcome, and we should build on it in the future.
 - o In response to requests by committee Chairs, two all-chair meetings were convened to enhance coordination and mutual support. The first was well-attended; the second less so. We need to consider whether to continue these.
 - o Some committees need additional support from the Vestry and Parish.
 - o The interchange between the committees and the Vestry is solid, due in large part to the monthly reports of the committees and the Vestry review and responses to those on a monthly basis. The principle of delegating responsibility and authority (including in appropriate cases fiscal authority) to the committees seems to be working well.
 - o The Commission/Committee process could be enhanced by providing consistent “up front” training for Chairs and Co-Chairs aimed at sharing “lessons learned” and making their jobs easier.
- During the year we have evolved a better understanding of how we need to balance our efforts between service to the broader community, and service to our Parish family. Essentially, achieving an appropriate balance does not mean reducing outreach, but

74 increasing support to our parishioners. Thanks in large part to the work of the Parish
75 Family Commission, we are well on our way to give effect to this understanding.
76

- 77 - We've made a good start on including "Friends of All Saints" in committees and other work
78 of the Parish; this should be further developed, as should sharing programs and program
79 costs with other faith communities.
80
- 81 - There is a greater sense of appreciation of each other, and specifically for parishioners who
82 attend different services. There is greater participation regardless of worship service
83 identification, and a greater sense of shared purpose. Some of this is attributable to the
84 combined services and increased opportunities to work and socialize together.
 - 85 ○ That said, while combined services should be continued, it would be constructive
86 to reduce their frequency (in part because the change in hours seems to reduce net
87 attendance and offerings.)
 - 88 ○ While the objective of keeping the Parish informed of progress across this
89 "experimental" year was achieved by the combined services that focused on
90 committee reports, it may be better now to spread such reports across the year at
91 regular services.
- 92
- 93 - There has been substantial improvement in information flow within the Parish and to the
94 community, thanks in large part to the Connections Commission. We need to continue this
95 trajectory, to include refining the specific ways we can ensure all parishioners receive the
96 information they need and by further developing social media partners. Greater emphasis
97 needs to be put on getting timely and complete information about activities to the
98 Connections Commission.
99
- 100 - While making progress, we remain a Parish demographically tilted towards older people
101 and non-minorities. We need to develop ways to better understand the needs of those
102 who are underrepresented, and to better serve a broader spectrum of the community.
103 Unless we can do this, we will run out of parishioners and fall short in service to others.
 - 104 ○ Closely related to this: while parishioners are largely committed and engaged now,
105 we need to consciously develop a "succession plan" for parish leadership and
106 parishioners. A start would be a "Plus One" approach, encouraging everyone to
107 invite one person to join her or him in any activity they are attending.
- 108
- 109 - We have been largely successful in applying the following operating concepts to our work
110 this year: get two or three objective-related benefits out of every activity ("two-fer/three-
111 fer"); don't expect or wait for perfection, get on with it ("the 80% solution"); maximize the
112 involvement of other people's time ("OPT") and other people's money ("OPM").
 - 113 ○ We should continue along these lines and add, "prioritize when it can't all be done
114 now."
- 115
- 116 - Similarly, we've been successful with the concept of "Targeted Funding" (letting people
117 know what can't be funded out of budget and inviting "at will" funding); to this we should
118 add "Targeted Peopling" (more aggressively seeking people beyond our parishioners to
119 populate human requirements.)
120
- 121 - Overall, "it's been a very good year" focusing on improving our Parish to prepare us to go
122 further towards what we believe God wants us to be. We look forward to "Year-Two" of
123 our Three-Year Journey moving towards being that Parish, and able to call Father Ken's
124 successor to join us on our road.

125 Consideration of the Potential Impact of the Parish 126 Values Discussions on the Strategic Plan

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128 The Vestry carefully considered the Statement of Parish values developed by the Living Our Values
129 Commission(LOVC) process (See Attachment 4) and made the following observations:

- 130
131 - The statement effectively summarizes our Parishioners' commonly held values and
132 describes values we should not hesitate to act upon.
- 133 ○ It would benefit from adding "and labored" to first sentence of paragraph 3 so it
134 reads, "Respect, maintain, and share our sacred space and the stories of those who
135 have worshipped and labored here for over 300 years." (Understanding that, for
136 much of our Parish's history, the involuntary labor of half of those who worshiped
137 here were enslaved people who built and maintained our church.)
- 138
- 139 - We found no inconsistency between the Statement of Values and the Strategic Objectives
140 Plan. While we concluded that Statement does not require any fundamental changes in
141 the Plan, it significantly amplifies our mutual understandings and will be valuable in making
142 decisions about the future.
- 143 ○ Specifically:
 - 144 ■ It should serve us well as we, through the LOVC, identify those specific
145 issues for which we will be prepared to timely take a public Parish stand.
 - 146 ■ It should serve us well as we determine specific areas of service warranting
147 major investments of fiscal and human resources.

148 Vestry Recommendations to the Parish Regarding 149 Execution of the Strategic Plan in 2020

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151 - Stay the course on the Strategic Plan with the modifications recommended below.
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- 153 - Refine the Objectives of the Living our Values Commission for Year-Two to better focus on
154 only two aspects:
- 155 ○ Develop a quick response process to allow the Parish to be heard on common
156 Parish Values "within the news cycle," and
 - 157 ○ Identify a single "Principal Mission" for future Parish service that is consistent with
158 our Values and for which our Parish is uniquely suited ("The Big Thing")
 - 159 ■ Use a process similar to the Values discussion to broadly identify potential
160 areas of significant Parish interest, and then apply consistent criteria to
161 each area under consideration to evaluate its aptness for our Parish;
- 162 See the specific recommended changes to the Strategic Plan to accomplish this at
163 Attachment 5 .
- 164 See the initial list of possible Principal Missions developed by the Vestry during the
165 Retreat at Attachment 6.
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- 167 - Formally adopt the statement of Parish Values at Attachment 7, including the modification
168 described under the Values Discussion portion of this Report.
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- Consciously and consistently apply, as Committees, the Vestry, and the Parish as a whole, the “concepts” discussed in the Analysis section of this Report.
 - Continue the fiscal approach of “Year One” with special emphasis on revenue enhancement, to include grants, fund raising events, and more structured opportunities for targeted giving.
 - Particularly encourage and support the work of the Parish Family Commission that helps parishioners stay connected and aware of each other’s needs, share social opportunities, and identify the needs of people new to the Parish.
 - Incorporate “succession planning” into the Strategic process.
 - o Include “up front” training for Committee Chairs and Co-Chairs, tailored to their responsibilities. Consider involvement of Diocesan advisers.
 - o Incorporate the “Plus One” concept to bring people into our community.
 - Reduce the number of Combined worship services during the year; encourage greater participatory worship at such services by providing the Parish with short progress updates spread across the year at regular services.
 - Re-evaluate the benefits of the All-Chair meetings, and potential alternatives.
 - In addition to the change to the Parish Bylaws already incorporated in the Strategic Plan regarding “Friends of All Saints”, change the Parish Bylaws to make the office of Registrar a non-voting office; this would facilitate recruitment of people to this position by narrowing the responsibilities of the office.
 - Focus on sharing a sense of joy in the work we are about, including better thanking and recognizing accomplishments and gifts of time, talent and money.
 - Request each Commission and Committee to review their Strategic Plan responsibilities considering this Report and the Annual Meeting action regarding it and provide the Vestry with a revised Committee/Commission plan appropriate for 2020.
 - Working with minorities who are not well represented at All Saints, develop the means to better understand their perspectives and how such insight might assist and inform Parish missions.

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Attachments

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218 **[Attachments 1-4 and 7,8 will be available by email and/or**
219 **at the Annual Meeting. Attachments 5 and 6 follow.]**

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223 **Attachment 5**

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225 **Vestry-Proposed Revision to the Living Our Values Commission to Be**
226 **Effective in 2020**

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228 **Living Our Values Commission**

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Inspired by Objective: "Create a wide network to welcome social diversity, breadth of thought, past parishioners, and varying levels of participation in our area of influence." and "Become, as a parish, a leader in our area that will address issues of importance that will improve peoples' lives." And Objective: "Become, as a parish, a leader in our area that will address issues of importance that will improve peoples' lives."

- Take as a touchstone, the song, "They'll know we are Christians by our love." (der. John 13:35)

Values-Based Responses to Issues Affecting Our Community

- Anticipate potential events that could arise regarding the values identified by the Parish and develop a menu of issues and potential constructive responses
 - o Take into account the nature of the current "24-hour news cycle" where responses occurring later than 24 hours are often without effect
 - o Develop criteria to assess whether information that might precipitate a parish response is sufficiently reliable to act upon it
 - o Coordinate with the Connections Commission in doing this to consider technological tools that may be available
- *Prepare* the mechanisms to give effect to the range of foreseen Parish responses
- Coordinate with potential partners that may be interested in joining the Parish in responding to specific Parish-consensus events/issues and obtain contact information that would permit effective coordination in a short time-frame
- *Execute* Parish responses to events in the community as circumstances warrant.
- Using a broad aperture and inviting suggestions from the Parish at large, identify a list of potential areas for service consistent with our Parish Values
- Develop a list of criteria to be applied to each area to identify areas. Include the following criteria:
 - o Consistent with our Parish Values
 - o Consistent with our Parish history and traditions
 - o Significant potential for marshaling the necessary human and fiscal resources
 - o Accomplishments within the Principal Mission would provide our community with exceptional improvement in human conditions
- Propose to the Parish one or more Principal Missions that meet the criteria, together with the rationale
 - o For consideration by the Parish at the 2021 Annual Parish Meeting

274 **Attachment 6**

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276 **Possible Parish Principal Missions**

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278 **Context:**

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280 In thinking about the future of All Saints, the Parish has identified certain values we hold in
281 common. Many of these have helped shape our past, and we believe they will shape a
282 future of service to God and God’s people.

283

284 Currently, we anticipate being a strong voice for good on a variety of issues within our area
285 of influence, and by continuing a broad range of services to our parishioners and
286 neighbors. At the same time, we are seeking a cohesive, long-term Parish mission of
287 service that is uniquely suitable to our Parish.

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289 At its November 2019 Retreat, the Vestry began thinking about possible long-term
290 missions that our Parish might address. Understanding that anything worth this focus
291 would likely be a journey with partners towards an ideal, rather than achieving a single
292 accomplishment, the Vestry chose to call such potential missions “Principle Missions” and
293 is asking the LOVC to lead a process to determine a Principal Mission uniquely appropriate
294 for us.

295 See Attachment 5, of the Retreat Report for initial criteria to guide this evaluation process.

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297 **Initial List of Potential Principal Missions:**

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299 This is the initial list of potential principal missions developed by the Vestry to begin
300 thinking about a possible area of long-term service (AKA, “The Big Thing”):

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- Healing Racial Divisions

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- Affordable housing. This might be refined to focus on one or more particular
needs, such as affordable housing for:

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- o Public servants

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- o The elderly

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- o Descendants of those whose involuntary labor built our sanctuary

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- Diminishing the harm of opioid abuse

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- Reducing community violence

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- A return to civil discourse

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- More humane and constructive use of confinement as punishment

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- Sex and gender equity

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