

January 16, 2019

Interim Executive Director Report for the Board of Trustee Meeting

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Finance Update: Financial reports for December/year end will be ready by March (hopefully before). November financials show the same trends we have been watching all year:

- Unanticipated Legal expenses and employee payouts approximately over budget \$200,000.
- Pledges and Plate income down \$140,000.
- Non-Pledge Contribution (Summer Challenge) \$96,000 more than projected.
- Tenant left in July and paid rent and utilities through December.
- It's almost impossible to project a budget on based on pledges. More work needs to be done to steward the pledges so we have a better sense of what is real.

Fundraising/Stewardship 2019: Fund Development Plan

January 20, 2019 1-2 pm: Rescheduled from 1/13: Fundraising Brainstorming: Create a healthy and diversified culture of generosity.

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**All Souls Church Fund Development Plan.  
Fiscal Year 2019-2021  
Goal: \$2.4 M-3M**

A Path Forward: Before you present an annual budget, I recommend creating a Fund Development Plan. Call it a Generosity Plan a Stewardship Plan... we need a plan. Below are some examples of how to fill-in a plan with activities.

\$\$\$\$1.3 Million in Pledges: It is challenging to project a budget on pledges. If we segmented the pledgers and non-pledgers (and segmented the pledgers into smaller groups) and assigned an ad hoc gratitude team each year to have events/conversations with each segmented group with the goal of talking to the entire congregation every 3 years, we would have a better idea of pledge projections and be more successful at increasing pledges.

Possible Activities:

1<sup>nd</sup> Quarter, Hire Fund Development Contractor to work with ED/Senior Minister to Develop Plan  
2<sup>nd</sup> and 3<sup>rd</sup> Quarter Special efforts to reach out to Family Pledgers with Children in RE. and non-pledgers/new members.

3<sup>rd</sup> and 4<sup>th</sup> Quarter: Evaluate pledge segmentation to evaluate pledge segmentation and either continue or re-imagine the pledge segmentation fund development effort for 2020 budget projects.

\$100,000 in Committee and Program Contributions: 1<sup>st</sup> Quarter Meet with Church Council and staff to imagine, vision and create a communal fundraising plan bringing in \$25,000 per quarter.

\$\$\$97,000: 2<sup>nd</sup> Quarter: Reinvigorate TCC Pledges for 2019 (\$97,000 budget) to cover the cost of principle and interest in 2019. BOT,

Activities: Fund Development contractor to contact TCC pledgers from 2011- 2019 with special focus on new members 2016-2019.

\$\$\$330,000: Activities: Tenant? Socially Responsible Businesses?

\$\$\$200,000 in Non-Pledge Contributions: Activities:

2<sup>nd</sup> Quarter: Summer Challenge: Identify congregants who will seed the Challenge.

2<sup>nd</sup> Quarter: Memorial Wall

\$\$60,000 in Plate Cash – Activities: Special Offerings minimized in 2019. One special plate: Weekend on the Bay to pay for camperships and children under 12 years old. This year, cost sharing model: children go free and early bird pricing \$175/adult (non-camper) for all accommodations.

\$\$75,000 in New Grants. Grants for building preservation planning and capital work on the Steeple. Grants for programs that include communities/people who are not congregants. For example: Immigration Work, ESL, Anti-White Supremacy Conference, Truth and Reconciliation Commission/Conference, Celebration to honor Women of Color into Congress every year.

\$30,000 in Fundraising: Activities-Silent auction in the 2<sup>nd</sup> and 4<sup>th</sup> quarter including services, marathons/walkathons.

Staffing Updates: Custodial staff has been reduced due to lack of tenant. While we planned to lay-off one of the full-time custodians- two staff offered to donate 10 hours each to keep them on 20hr/week. The Associate Music and Arts Director interview process has begun with a tentative start date in February. Updated the Personnel Guide including new language on bullying and sexual assault training and reporting was added at the request of our insurance company. Additional 8<sup>th</sup> principle training/ staff development was added for all full-time staff.

Phone interviews for the ED/EM will begin February 4<sup>th</sup> followed by in person interviews the week of February 11<sup>th</sup>. New ED will begin February 25/26<sup>th</sup>. IED will leave February 28<sup>th</sup>  
Transition includes: 2-3 days of downloading with one BOT member present.

I am working with one of the recent ED candidates who was interested in doing fund development consulting. He will be attending the January 20<sup>th</sup> brainstorming session. Interviewing other candidates for this contractor position as well.

Facility Updates: HVAC total replacement in the Sanctuary: Work will need to commence in the Spring 2019. Possible HVAC addition in the Sanctuary. Solomon and I are working on bringing together the right contractors for the right price. Cost Projected at \$250,000.

Courtyard drainage issue be addressed again. Working with Solomon and Jen Bruneau who is a water engineer to solve the leakage issue.

New software for front door camera and bell being installed in January

2<sup>nd</sup> Boiler system being repaired in January with new pipe and gasket. ASC has two boiler systems and since the end of 2017 one of the systems has not been working.

Collaborative Leadership Updates: Rob and I continue to meet with Tim Rhodes monthly to discuss division of labor, strategy and policies that the ED/Senior Minister Collaborate on. Rob

and I will meet weekly to plan and review the week's work, staff, staff development, finances, and conflict that has not been addressed. We will be inviting staff to attend these meetings to address any thing they would like us to consider collaboratively and to model collaborative leadership.