

ALL SAINTS'

EPISCOPAL CHURCH

Strategic Plan

2007 – 2009

Founded in 1742

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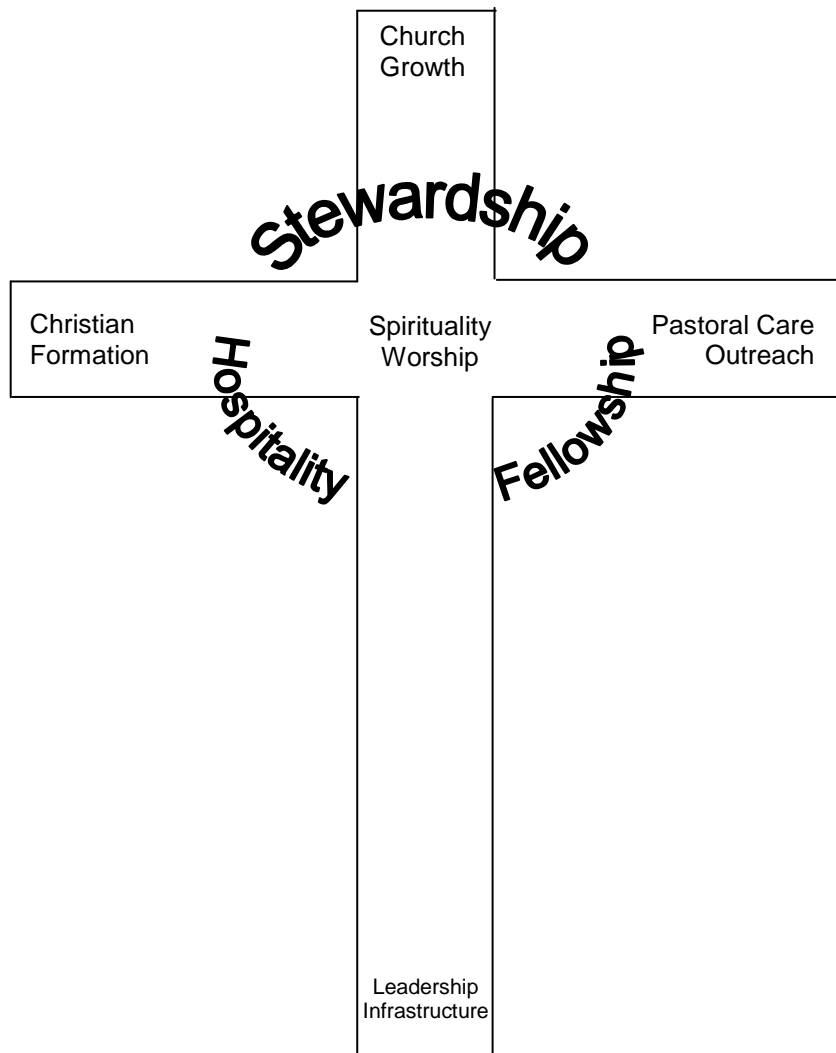
Executive Summary

The All Saints' Strategic Planning Committee presents this 2007 – 2009 Strategic Plan as the beginning of a process to define a direction for All Saints' Episcopal Church, Frederick, MD. The plan is based upon over ten months of work attempting to discern God's call and direction for All Saints'. It is the culmination of much prayer and discussion of what the Committee believes to be God's call to the parishioners of All Saints'.

The Committee has developed the following vision statement:

By the grace of God, we are nurtured by the Spirit in our quest to be united in the Body of Christ through worship, study, and service.

We developed the diagram below as a way to illustrate the Strategic Plan. Recognizing that we are working to build the body of Christ, our Strategic Plan reflects the key aspects of that goal as each relates to the body of Christ represented by the Cross.



Spirituality and Worship are at the crux of All Saints' activities. Indeed, Spirituality and Worship should intersect every aspect of life at All Saints'. All Saints' must ensure that Spirituality and Worship are tightly woven into the fabric of all our church activities. We have placed them at the center of the Cross.

Leadership and Infrastructure together form the foundation of All Saints'. Our church, our outlook, and our strategies must be based upon a solid and progressive leadership and infrastructure. A renewed focus on Leadership will serve to strengthen and bolster our clergy and lay leaders. Addressing our Infrastructure will ensure we're properly equipped to approach our mission. We have placed these at the foot of the Cross.

Moving up the Cross, we balanced Christian Formation on one arm with Pastoral Care and Outreach on the other. All three of these deal in some way with our preparation, development, or support required to connect us back into the center with Spirituality and Worship.

Christian Formation at All Saints' must welcome everyone to participate in a lifelong learning in faith, and be diverse enough to support all phases of the faith journey, both individually and communally. We must also provide a foundation and the tools for understanding our Episcopal tradition and beliefs. We have placed Christian Formation on the left arm of the Cross.

We grouped Pastoral Care and Outreach together as these are essentially the same, except that one is outwardly focused (Outreach), while the other is inwardly focused (Pastoral Care). We are called by our Christian Faith to actively administer to people's needs. All Saints' Pastoral Care must represent a coordinated effort of clergy, staff, and laity to effectively minister to the needs of parishioners. Outreach should be balanced internationally, nationally, and locally. We have placed Pastoral Care and Outreach on the right arm of the Cross.

We represented Growth at the top of the Cross since our growth is buoyed by everything beneath it. Healthy, sustained growth at All Saints' depends upon effective growth in all areas of the church. We must strive to connect to the community both within and outside of All Saints'. We must be welcoming and honor diversity. However, we must consider growth in ways that allow us to stay connected and intimate and to maintain our sense and tradition of community.

We have shown Stewardship, Hospitality, and Fellowship circling the Cross like electrons about a nucleus. These represent critical areas of All Saints' that support the church and its programs equally.

Concerning Stewardship, All Saints' must commit to being debt-free in 7 -10 years, and must develop ways to encourage more participation across the church.

In order to be a welcoming Episcopal community, we must work in our Fellowship and Hospitality programs to make connections within our church community, and we must

also exhibit the love of Christ by affirming, embracing, and sustaining relationships with everyone.

All Saints' vision statement:

By the grace of God, we are nurtured by the Spirit in our quest to be united in the Body of Christ through worship, study, and service.

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Introduction

The Strategic Planning Committee presents this 2007 – 2009 Strategic Plan as the beginning of a process to refine a direction for All Saints' Episcopal Church, Frederick, MD. The purpose of this Strategic Plan is to articulate what we believe to be God's call for All Saints' across all areas of our church. The plan is based upon over ten months of work attempting to discern God's call and direction for our church. It is the culmination of much prayer and discussion of what the Committee believes to be God's call to the parishioners of All Saints'.

It is important to realize that this Strategic Plan has been developed at a time when All Saints' does not have a rector. The Committee expects that we will use the plan to help our new rector better understand who we are and where we want to go together. Accordingly the plan identifies only where we want to go – it will take everyone working with the new rector to determine how to get there.

The Process

In order to develop the plan, we had to talk to parishioners. We accomplished this through several means including the parish survey, six meetings with parishioners during Adult Forum, a strategic planning retreat weekend, presentations to parishioners defining what we had been hearing, and meetings with small groups throughout the church. Based upon these information-gathering efforts, the Committee collected and analyzed the data and feedback and prayerfully wove it into this strategic plan.

It is important to note that the last parish survey was conducted before we called our former rector over 16 years ago. In addition, there has been little recent church-wide effort focused upon strategic planning. Thus, the committee spent time learning about the process along the way. Future strategic planning efforts should be easier.

Committee Members

John Aulls, Susie Beard, Scarlett Gibb, Mark Gibson, Dave Lauterbach, Eleanor Peckham, Eric Percy, Jen Pinciotti (Youth Representative), Dottie Pratt, Chip Preusse, Linda Procter, Niki Thrash.

Snapshot of All Saints' Episcopal Church, Frederick, MD

Based upon the results of the Parish Survey, below is a snapshot of All Saints':

Demographics	Nave	Great Hall	Sunday 8:00 AM	Saturday	All Services
Average Attendance*	130 – 150	150 – 170	50 – 70	45 – 55	418
Age	Generally equal across 45 – 84 year old age groups	45 – 54	65 – 74	65 – 74	Generally equal across 35 – 84 year old age groups
Gender	Female (60%)	Female (65%)	Female (60%)	50/50	Female (63%)
Relationship	Married (69%)	Married (72%)	Married (54%)	Married (68%)	Married (71%)
Raised Episcopalian	No (53%)	No (60%)	Yes (54%)	Yes (59%)	Yes (50%) No (50%)
Employment	Retired/semi-retired (49%)	Employed PT/FT (71%)	Retired/semi-retired (66%)	Retired/semi-retired (52%)	Full time (53%)
Education Level	College** (80%)	College** (82%)	College** (78%)	College** (82%)	College** (80%)
Financial Support	Operating & Capital Campaign (67%)	Operating & Capital Campaign (48%)	Operating & Capital Campaign (75%)	Operating & Capital Campaign (64%)	Operating & Capital Campaign (58%)
Children	Most in the 11-17 year old age group			Most in the 6-17 year old age group	64% do not have kids, of those who do, most are in the 11-17 year old age group

* - Attendance figures are from All Saints' report to the Diocese

** - College includes undergraduate and graduate study.

In addition, below is a snapshot of All Saints' pledging for 2007:

Total pledges: 298

Average pledge amount: \$2047

Leadership and Infrastructure

Leadership and Infrastructure together form the foundation of All Saints'. Indeed, our church, our outlook, and our strategies must be based upon solid and progressive leadership and infrastructure. A renewed focus on leadership for both staff and volunteers will serve to strengthen and bolster our clergy and lay leaders. Addressing our infrastructure will ensure we're properly equipped to approach our mission. For the purposes of our Strategic Plan, we included staff and administration, buildings and grounds, and communications in the discussion on infrastructure.

Leadership

The strength of our programs, our worship experience, and our growth will depend upon strong, capable, diverse, empowered, and supported leadership across the church. As we embrace our corporate structure, All Saints' must rely upon leaders who are:

- Called to serve
- Empowered to serve, and
- Outfitted to serve.

Our leaders must also be fully supported. This includes helping them when necessary, honoring their commitment and efforts, and most important - praying for them.

Many are called to serve as leaders. The calling might be a desire to run for Vestry, or to chair a committee. We must ensure that all who are called to serve are heard. However, we also must ensure that we rely upon the diversity of leadership talents, capabilities, and desires across All Saints'.

We must also be certain that in addition to being heard, all who are called are empowered to participate and lead. We need to balance the organizational hierarchy of an Episcopal church (and its implementation at All Saints'), with leaders' decision-making autonomy.

Finally, our leaders need to be provided with the tools and guidance to serve. Certain leadership roles may require specific training (e.g., Christian Formation, Outreach, LEMs, etc.). All roles require guidance. Leaders need to know where to go for help, how to interface and work with other leaders, and how to rely upon the clergy and staff.

Actions

- Develop clear and concise descriptions for all church committees including standing and *ad hoc*.
- Develop clear and concise "job descriptions" for all leadership positions including standing committee chairs, staff, Parish Council etc.
- Ensure through the Vestry nominating committee that nominees to run for Vestry are representative of All Saints' diversity.
- Challenge and empower the Vestry to ask the hard questions on parishioners' behalf, and work to ensure that the business of the church is carried out ethically, responsibly, and transparently.
- Hold up leaders in Prayers Of The People.

- Identify and address needs for specialized or general training (e.g., chalice training or process management training); establish a training program.

Infrastructure

We defined Infrastructure as All Saints' framework which enables us to realize our mission and do God's work. In this context, we consider staff and administration, buildings and grounds, and communications as comprising our infrastructure.

Staff and Administration

Staff are the paid and volunteer leaders who manage the regular operation of All Saints'. This includes the clergy, Parish Administrator, Parish Secretary, Treasurer, music directors, Christian formation directors, sextons, and volunteers. Administration is more or less what they do and how they do it.

All Saints' staff have been in a constant (and not altogether welcome) state of transition for about three years. Brought on chiefly by financial considerations and the retirement of the rector, our staff (and parish) have endured numerous changes and challenges. We must recognize the needs of the staff to cope with these changes in concert with their needs and responsibilities as employees and volunteers.

We also need to identify whether the staff is "right-sized" to accommodate the needs of the church. We intend to leave the selection of specific staffing requirements to the new rector, but we also acknowledge the possible need for staff and volunteer realignment to match the needs and budget of All Saints'.

Actions

- Identify All Saints' staffing requirements consistent with budget constraints. Example questions might include:
 - Do we need, and can we support three full-time priests?
 - If we call a third priest, what would be his or her additional responsibilities (e.g., Christian Formation lead, Youth minister, Outreach, Parish Administrator, etc.)?
 - What are the needs of existing staff (e.g., training, support, time off, team-building, etc.)?
- Develop job descriptions for all staff and volunteer positions.
- Provide basic training for volunteers consistent with their tasks (e.g., computer training for clergy and office staff).
- Develop a volunteer program to identify needs, fit volunteers to those needs, and recognize commitment.
- Identify the best way to address our IT needs.

Buildings and Grounds

Three buildings make up All Saints' physical plant: the Nave, the Court Street Building, and the Parish Center. Two of these are historical, and our Great Hall is the largest public space in downtown Frederick.

We identify with All Saints' historical background, and so too does the City of Frederick and her citizens. For example, our steeple is one of the seven "Clustered Spires" mentioned in the poem by Whittier, Francis Scott Key was a parishioner, and All Saints' participates in the annual Historic Church Tours. In addition, All Saints' Nave building is considered one of the most important Gothic Revival churches in the United States. Indeed, All Saints' is steeped in the history of the Episcopal Church, Maryland, Frederick, and the United States. We acknowledge and deeply respect the history of All Saints' buildings and grounds.

However, our rich history means we have a couple of mighty old buildings. The Court Street building was built in 1813 and the Nave was built in 1855. Old buildings, whether historic or not, demand a high degree of maintenance. Our historic significance calls us to pay even closer attention to the maintenance demands of our buildings and grounds.

Yet, as we work to maintain our buildings and grounds, we must also put them to work for us. There is significant revenue potential to be realized by leveraging the use of all our buildings and grounds outside the regular activities of the church.

Actions

- Working together, the Junior Warden and Parish Administrator should develop and maintain a list of all repair and maintenance needs throughout the church. They should create a budget, prioritize the list based upon need/cost, and publish it regularly.
- Identify IT needs and develop plans to ensure they are properly met.
- Create a Marketing Committee charged with developing a plan to market the buildings to generate revenue. Alternatively, place this responsibility on the Parish Administrator with Vestry oversight. The eventual owner of this task will also have the responsibility of developing a marketing plan and marketing materials.
- Consider concert or lecture series that would be open to the public.

Communications

"What we've got here is a failure to communicate" – Strother Martin in *Cool Hand Luke*

Communications at All Saints' requires direct attention. We have an active church with myriad activities, events, and happenings that not everyone tends to know about. While we publish *Saints Alive!* monthly, and it is available online, not everyone reads it. The same can be said of announcements in the bulletin. The website needs to be updated, and the content describing the church and ministry areas needs to be refreshed.

We must use every realistic means to communicate to parishioners and to the community, and we must provide parishioners and the community every realistic means to communicate to the church. In the 21st century, that means using more than just relying on *Saints Alive!* and the Sunday bulletin. We must make better use of electronic communications resources (e.g., email, website, blogs, etc.), and we must focus attention to communications at All Saints'.

Actions

- Appoint a communications committee who will be responsible for identifying, defining, developing, and improving all communications. This committee should investigate all means to effectively communicate with parishioners including:
 - Internet (e.g., the website, email, blogs, podcasts, etc.)
 - Print (e.g., *Saints' Alive!*, announcements, newspaper, ads, etc.)
 - Other (e.g., polls/surveys, meetings, etc.)
- Give responsibility to the Parish Administrator (or rector) to establish a liaison with community communications resources (e.g., newspapers, radio, etc.). Have the Parish Administrator work with the Communications Committee to develop a message.

Christian Formation

Christian Formation is the prayerful study that helps our development and spiritual growth as Christians. This includes Sunday School as well as Youth and Adult Formation. We view Christian Formation as critical in our spiritual and intellectual development as Christians.

Christian Formation at All Saints' must welcome everyone to participate in a lifelong learning of faith, and be diverse enough to support all phases of the faith journey, both individually and communally. We must also provide a foundation and tools for understanding our Episcopal tradition and beliefs. (We have not addressed Youth and Children's Formation as a separate category as we believe our youth are part of everything we do.)

Actions

- Hire the necessary staff to develop and administer Christian Formation programs. Examples of responsibilities may include:
 - Coordination of All Saints' Christian Formation efforts
 - Development of a Christian Formation strategic plan that addresses spiritual growth at all ages. Examples of areas to consider might include. Baptism classes, Confirmation classes, contemplative prayer, meditation, exploring Christian mysticism, spirituality in older years, etc.
 - Develop a curriculum addressing being Episcopalian in today's world
 - Develop a lecture series inviting speakers within or outside All Saints' to speak in the evenings and make it open to the public.
- Identify lay leaders who can support all aspects of Christian Formation.

Pastoral Care and Outreach

We are called by our Christian Faith to actively administer to people's needs. Together, Pastoral Care and Outreach describe how we minister to the needs of those both within and outside the family of All Saints'. Pastoral Care concentrates on the needs of those

within All Saints' family, while Outreach administers to the needs of those outside of All Saints' family.

Pastoral Care

As Christians, we are called to care for one another. Yet in a large church, the caring process can become overwhelming for everyone if there isn't a coordinated effort in place. All Saints' Pastoral Care program must represent a coordinated effort of clergy, staff, and laity to effectively minister to the needs of parishioners.

Actions

- Identify (or hire) a Pastoral Care leader and ensure this person is trained and outfitted to properly develop and administer the program. The Pastoral Care leader will work closely with the rector and other clergy.
- Identify additional lay leaders (e.g., Daughters Of the King) to work under the Pastoral Care program and ensure they are properly trained and outfitted.
- Investigate developing a "Stephen Ministry". ("Stephen Ministry" is a system for training and organizing lay people to provide one-to-one Christian care to people in and around the congregation.)
- Investigate developing a parish nurse program.
- Ensure involvement of the clergy.
- Educate parishioners on Pastoral Care including what it is, how to access it, and how to volunteer. Create a Communication Plan regarding how a parishioner requests pastoral care and then actually receives it.
- Offer the church as a place to host support groups (e.g., the bereaved, cancer survivors, etc.).
- Look into specific needs of:
 - Single parents
 - Couples
 - Families
 - Elderly
 - Youth
 - Widowed
 - Divorced
 - Home-bound
 - Adult children providing care for elderly parents
 - Hospital/hospice
 - Frederick community

Outreach

Outreach at All Saints' is the prayerful discernment of God's call for us to intentionally embrace Christ's mission, and to respond to human needs wherever they are.

Outreach has been one of All Saints' defining ministries. For example, we support continued involvement in the Religious Coalition for Emergency Human Needs, Beacon House, Advocates for Homeless Families, Rebuilding Together, the Food Bank, the Soup Kitchen and the local ministerial association.

Fellowship and worship must continue to be part of all outreach projects. In addition, Outreach should be balanced internationally, domestically, and locally.

Actions

- Develop an Outreach mission and check all calls for outreach against the mission.

Spirituality and Worship

“God is spirit, and those who worship him must worship in spirit and truth.” – John 4:24

Spirituality and Worship are at the crux of All Saints' activities. Indeed, Spirituality and Worship should intersect every aspect of life at All Saints'. This may simply be a prayer before choir rehearsal or a committee meeting, devotional worship or study before Vestry meetings, or singing hymns at Men's breakfasts. All Saints' must ensure that Spirituality and Worship are tightly woven into the fabric of all our church activities.

Spirituality

The term “spirituality” means many things to many people. Here it means embracing, uplifting, worshiping, and strengthening one's relationship with God.

All Saints' must work toward nurturing our individual and community spiritual life. In addition, we must encourage an atmosphere that promotes individual and community spiritual growth. Parishioners seek small groups, retreats, and other opportunities that emphasize personal and community spiritual growth. There must also be opportunities for multigenerational spiritual exchange and room to question, seek, express doubts, explore ideas, and share with each other as a parish family. We must help people discover their individual spiritual gifts and offer guidance about ways those gifts can be shared.

Actions

- All church activities must begin and end with prayer.
- Work with Christian Formation to identify needs and ways to promote individual and communal spiritual growth (e.g., rector and lay led Bible study, meditation, etc).
- Offer retreats that provide for spiritual discovery and rejuvenation for youth, men, women, couples, etc.
- Provide Prayer workshops and seminars on faith.

Worship

Another word for worship is adoration. Thus, worship is an expression of our adoration or love for Christ. The Episcopal church has a rich tradition of liturgical worship, centered upon the Eucharist.

In order to worship God, we must actively participate as we offer our gifts, our souls and ourselves. We must offer different worship opportunities focusing upon the centrality of

the Eucharist and the liturgy, yet recognizing the diversity of worship styles and tastes. We must offer opportunity for everyone to express, experience, and participate in the celebration of God's love in our Episcopal community.

Music is a critical component of our worship experience as Episcopalians, particularly at All Saints'. To be sure, music is an integral part of most of our services. Among many other attributes, our music program enjoys several choirs, professional soloists, instrumentalists, and two historic organs.

Lay participation is essential to our worship services. Lay leaders are involved in almost every aspect of the services. We must ensure our laity are involved in both the planning and offering of our varied worship services at All Saints'.

We value intelligence along with dynamic spiritual growth. We strongly feel there is room for everyone. We must be willing to discuss ideas but come together at the Lord's table.

Actions

- Continually investigate ways to broaden our service offerings (e.g., morning prayer, Compline, etc.).
- Continually investigate ways to broaden or increase the number of special services (e.g., Evensong, Requiem Mass, Taizé, etc.).
- Reconstitute a Worship Committee to include members of all worship support committees (e.g., Altar Guild, Flower Guild, etc.).
- Ensure all lay leaders (e.g., lecturers, chalcists, acolytes, ushers, etc.) are properly trained and capable of participating in services.

Stewardship

Time, talent, and treasure make up the three-legged stool of Stewardship. Many give of time and talent, but often the emphasis is on treasure.

Considering the treasure leg at All Saints', it has come up short for the last several years. This has left us with a significant financial shortfall. While the average amount pledged has increased since 1999, the actual number of pledges has decreased. In addition, we are paying for a new building which was built upon the assumption that our annual pledge income would grow at 8%. In fact, it has grown at 6%. All Saints' has stated that we want to be debt-free in 7 – 10 years. Clearly, we have some work to do.

Considering time and talent, All Saints' needs to develop ways to encourage more participation across the church. Although many do give of their time and talents, it is often the same people. This leads to overload and burnout.

Actions

- Develop ways to increase pledge income.
- Develop long-term giving programs (e.g., endowments).
- Make Stewardship year round, not just seasonal.

- Reinststate Gifts Discernment program.
- Provide leadership training for lay leaders.
- Provide information about each aspect of stewardship at All Saints' (e.g., job descriptions of committee chairs).
- Develop a debt-free plan.

Fellowship and Hospitality

What makes All Saints' warm and welcoming is our Fellowship and Hospitality. We delight in the opportunity to come together through numerous activities. These opportunities are more than just social (e.g., Coffee Hour, Community Night, Dinners Out, etc), they can also be through parish programs (e.g., Christian Formation, Faithful Families, Via Media, etc).

In order to be a welcoming Episcopal community of fellowship and hospitality we must strive to make connections within our church community, and we must also exhibit the love of Christ by welcoming, embracing, and sustaining relationships with everyone.

As we plan opportunities for fellowship, we must consider the diversity of our parish family and communicate effectively. We also need to plan programs that encourage multigenerational fellowship in addition to programs that center on interest groups. We need to meet people where they are, not where we want them to be.

Actions

- Work to broaden participation in Fellowship and Hospitality committee.
- Conduct planning sessions to identify and develop Fellowship and Hospitality programs that meet All Saints' needs.

Growth

Parishioners want All Saints' to grow. But, our growth needs to be measured, planned, and prayerfully considered. Broadening the base of pledges is not the reason to fill our pews. We are in a growing community, yet All Saints' has not enjoyed the same rate of growth in recent years. We need to reach out better to our community.

We must strive to connect to the people in the community both within and outside of All Saints'. We must be welcoming and honor diversity. However, we must consider growth in ways that allow us to stay connected and intimate and to maintain our sense and tradition of community.

Actions

- Work and plan to grow (it will not happen by itself).
- Develop growth criteria: how do we want to grow (e.g., new faces, new programs, etc), whom do we want to attract (e.g., those who've left, new faces, ethnic, etc.)?
- Define "diversity", and set about realizing it.

Summary

This Strategic Plan is the first of several steps needed to map the direction of All Saints'. While we've developed this plan based primarily upon the voice of our parishioners, we have not yet heard the voice of the new rector. It will be the responsibility of our new rector working in concert with our staff, our leaders, our parishioners, and our community to begin to realize the actions.

The strategic planning process is continuous. This plan describes a vision based upon a snapshot All Saints' in 2006 – 2007. We are a changing church of a changing faith in a changing community during changing times. We must commit ourselves to ongoing, prayerful introspection and regular strategic planning. The next strategic plan could be much different.

All Saints' is a dynamic community in a fast growing area. We must use our past coupled with our wishes, goals, and passions as a guidepost for realizing the exciting and rich opportunities presented by the Holy Spirit.

By the grace of God, we are nurtured by the Spirit in our quest to be united in the Body of Christ through worship, study, and service.