

2013 Strategic Plan

All Saints Church, Chevy Chase Parish

May 2013

PROLOGUE

What We Believe

We seek to be a loving Church confessing and proclaiming Jesus Christ as the Son of God and the Risen Lord and Saviour of all the world.

We believe that Jesus, by His Crucifixion, Resurrection and grace, has freely given forgiveness, salvation, and eternal life to all those who come to Him in repentance, put their faith in Him, and call upon His Name.

We believe that the Bible is the Holy Word of God, that it is inspired by the Holy Spirit, that it contains all things necessary for salvation, and that it is the supreme source and authority of truth and wisdom for our faith, life and worship.

We believe and hold the faith proclaimed by the faithful orthodox churches of historic Christianity as set forth in the words of the Nicene Creed and the Apostles Creed.

We affirm the theology of the Book of Common Prayer and the historical documents of the Christian Church and the Anglican Communion contained in the Prayer Book.

We believe we are to live out the commandment and Great Commission of Jesus to love others as He loves us by sacrificially serving and unconditionally loving all people, while baptizing and making disciples of all people, in the Name of the Father, the Son and the Holy Spirit.

Introduction

The Strategic Plan for All Saints Church you have before you is the result of several months of prayer, contemplation, meetings of the Strategic Planning Committee, Committee working groups, several Rector's Forums, moderated discussions, returned questionnaires, numerous emails, conversations and information gathering. As we approach the next steps in our journey, we consider the questions we must answer and the actions we should take to best respond to Jesus Christ's call to know Him, serve Him and serve those whom he brings to us. It is not an attempt to substitute our will for His purpose, nor our thought process for His design, two temptations that are ever present when congregations or their leaders consider developing a Strategic Plan. It is intended to provide an articulation of the Lord's direction and will for us.

The further we have proceeded in the planning effort, the more we realize that when implementing the recommendations, we must be guided by humility, faithfulness, a spirit of patience and forgiveness, and the day-to-day commitment to put Jesus Christ and our service to Him first. But at the same time, those who have prepared this Plan believe that to respond to the call to "Come, follow me", requires action, not passivity and use of the gifts and talents that He has given us as individuals and as a family in Christ.

This is a plan that with prayer and the Lord's guidance we will adapt as needed in response to new circumstances. It is designed to help us recognize our journey from one phase of life in Him to another phase and to respond to it in a way that is guided by prayer, informed by Holy Scripture, inspired by worship and praise and expressed through servant hood and discipleship. Without a statement of vision and purpose that reflects the intention to act as a family to serve His Kingdom, there is a risk that the nobility of those objectives could diminish to mere words. A plan is a way to declare that intention and to be accountable for it to our Lord and to each other.

This plan proceeds from this expression of a Vision for All Saints Church that will ground us and direct us as we go forward:

All Saints Church seeks to know Jesus Christ our Lord and make him known. To do this, we worship and praise and preach and teach Jesus Christ. We give to Him generously of our time, talents and money. We seek to serve the less fortunate in our community and the world. We offer strong Biblical teaching and opportunities for Christian formation and spiritual growth. We welcome all in the unconditional love of Christ and seek to grow from membership to discipleship.

This plan addresses three areas of our church family life, summarizes the findings of the plan and sets forth the objectives, timing and implementation approach. The three areas of our church family life are: Worship; Administration; and Ministry and Programs.

Worship - This is where we begin. It encompasses our encounter as individuals and as a family, worshipping and praising an all-powerful and loving Creator, Redeemer and Sustainer. It is in the continuum of the experience of the Apostle Thomas when he sees the risen Christ and responds in awe, in faith with praise and in recognition of his sinfulness saying "My Lord and my God".

Administration - This is how we respond to organize ourselves to do the work our Lord gives us to do. We must be faithful stewards of the money, gifts, talents and resources He has provided us to carry out that work.

Ministry and Programs- This covers our actions, whether as individuals, in full community and family or in smaller groups - to respond "with hearts and hands, and voices" to Jesus's call to know Him and be His people and to equip us to pray and serve as His witnesses, and to do the work He gives us to do bringing healing to a sinful broken world.

These three areas of focus in this plan do not have fixed boundaries. They overlap and each provides support for the other. This plan is a continuation of what came before and an expression of what can be. We hope we will be renewed and reinvigorated on our journey with a Jesus who seeks us, knows us, loves us, calls us and offers us the promise to be in His Kingdom now and forever.

I have not yet reached my goal, and I am not perfect. But Christ has taken hold of me. So I keep on running and struggling to take hold of the prize. My friends, I don't feel that I have already arrived. But I forget what is behind, and I struggle for what is ahead. I run toward the goal, so that I can win the prize of being called to heaven. This is the prize that God offers because of what Christ Jesus has done. Philippians 3:12-14

Worship

Through him then let us continually offer up a sacrifice of praise to God, that is, the fruit of lips that acknowledge his name. Hebrews 13:15

That which we have seen and heard we proclaim also to you, so that you too may have fellowship with us; and indeed our fellowship is with the Father and with his Son Jesus Christ. 1 John 1:3

Overview

Three important premises guide our consideration of worship as we proceed from planning to implementation. First, the gift of our tradition of worship is strength and a blessing, and is often the first attribute of our community and family that newcomers and inquirers encounter. Second, at the same time, our worship is an element of our common experience that may require explanation and interpretation to those who come to us from other traditions - or from no faith tradition. Third, as a practical matter, it is recommended that we consider adjustments to our busy Sunday morning schedule to allow more time for our worship and teaching and the community and family life that takes shape around it.

Recommendations

The majority of the recommendations that relate to worship will be determined by the Rector in consultation with parish clergy and staff upon careful review of these recommendations in the light of parish traditions and the insights that derive from numerous conversations with parishioners and newcomers alike. Based on these consultations, the Rector will provide response to these recommendations to the parish by June 30. Certain recommendations as noted below will be tasked to appropriate committees or ministries. Schedules for these actions will be determined in consultation with the appropriate ministries and committees and published in the parish bulletin, with a target of completing each by September 30. The Rector's June 30 response will:

- Consider and determine a response to a recommendation that Morning Prayer be integrated into the Sunday Worship schedule, and that musical selections include more up to date music of worship and praise.
- Address the recommendation to provide additional time between services – a step that if implemented, could result in an earlier start time for the 8:00 am service, and/or a later start time for the 11:00 am service, if not for both the 9:00 am and the 11:00 services or shortened service times for all.

The recommendations to be tasked to different committees or ministries for reporting back to the congregation September 30 will include:

- Participation in the welcoming ministry will be expanded.
- Recruitment and training for additional ushers will be undertaken.
- Developing and improving service bulletins and rack and pew literature will be undertaken as part of the proposed new communications plan to be a responsibility of a new Communications and Public Relations Committee.
- Planning for installation of a new audio visual system for the Sanctuary.

In addition, it is recommended that the Facilities Committee undertake a parking study to address the growing need for additional parking.

Discussion

8:00 AM Service

This early service, long a tradition in our parish, is revered by the attendees for the beautiful Rite I liturgy and the quietness for prayer and reflection. While there is no need to change the service, its length

minimizes the time between the services, practically eliminating the Rector's time to either talk with attendees or greet visitors before the 9 AM service or provide an opportunity for the 8:00am attendees to interact with the 9:00 am attendees. Greeting one another in the name of the Lord is a major parish goal. Recommendations are for an earlier start for this service or condensing the service time with a shorter sermon.

9:00 AM Service

This service is growing and is the largest of our three and while known for its family orientation, it also includes a number of older parishioners. The children bring vitality and yes, some boisterous activity from time to time. While not conducive to quiet reflection, the service's sermons, portable altar for children's up close witnessing the service, active family participation in the readings, and a strong welcome ministry are all strengths. The 9:00 am is currently the service that is the most well-attended and the one most likely to be the point of entry among parish worship services for newcomers and young families. Recommendations for this service include a proposal to try alternate prayer book liturgies by reintroducing Morning Prayer, and to incorporate more modern worship music in the liturgy to supplement the current reliance on traditional hymns.

11:00 AM Service

A unique strength of this service is the adult choir. In addition, two other events, the 10:00 am forum and the 12:30 pm lunch, inspire a sense of family, community and fellowship for both attendees of 9:00 am and 11:00 am services within a Christian atmosphere. Attendance at the 11:00 am service, formerly the most well-attended, has recently been eclipsed by the 9:00 am service. However, with these two services being the most well attended, coupled with an increase in attendance for the Christian Education offerings at the 10:00 hour have combined to make parking more of a problem than it has been before.

Many of the recommendations for the 9:00 am service can also be incorporated in the 11:00 am service. For example, increasing the welcoming ministry at both the 9:00 am and 11:00 am services will provide an opportunity for newcomers and regular attendees to meet and fellowship with each other. Finally, the kitchen program is successful in attracting 9:00 am service parents with younger children for lunch starting shortly after 11:00 am and then 11:00 am attendees for lunch at 12:30 pm.

Administration

Now in these days when the disciples were increasing in number, a complaint by the Hellenists arose against the Hebrews because their widows were being neglected in the daily distribution. And the twelve summoned the full number of the disciples and said, "It is not right that we should give up preaching the word of God to serve tables. Therefore, brothers, pick out from among you seven men of good repute, full of the Spirit and of wisdom, whom we will appoint to this duty. But we will devote ourselves to prayer and to the ministry of the word." Acts 6: 1-4

Overview

There is great need to adapt and manage the challenges of our parish from the growth we are beginning to experience, to the task of maintaining a more than 100 year old facility, and to the complexity of managing an operation that offers more than 60 ministries to serve over 1,500 members, and that runs a pre-school and a thrift shop. Importantly, it is recognized that there is a need for expanded giving and Stewardship activities and instruction to instill and grow a spirit of generosity. To describe the work of a parish church in these neutral and corporate terms is not to place the work of man in place of the work for and of the Lord. Rather it is to recognize that a method of organization is needed to carry out the Lord's work, along with tools to align means with ends, processes to train and to motivate those who serve, and

systems for evaluation and follow-up to assure that the Lord's work is accomplished. There is need for complete information and communication about all our programs and ministries and for opportunities to volunteer and serve.

Effective administration and communication will enable our church family and the members of our community to see the vision of service to and grow in the Lord, to share that vision, and to be encouraged and empowered to serve in accordance with their gifts and their calling. In recognition of this, the Rector and Vestry have addressed several areas of need by endorsing and establishing committees to address important activities in finance, facilities, and human resources. Now, it is recommended that, in addition to five forming and existing committees, a new committee be formed and empowered to effectuate improved and better results. This committee is the Communications and Public Relations Committee.

This infrastructure will support the continued growth of our Christ-centered family through the establishment of best practices in areas such as stewardship, financial controls and reporting, personnel, building and grounds and communications

Recommendations

The action item arising from these recommendations of the Administration Work Group is to finalize the committees in formation and the proposed new Communications and Public Relations Committee by June 30. Since four of these committees – Finance, Stewardship, Human Resources, and Facilities – are already either established or in progress toward being established, this objective should be achievable. These committees, by taking advantage of the expertise of our parishioners, will provide the administrative infrastructure needed to support our continued growth as a Christ-centered family.

The roles, responsibilities and specific action items for the committees are detailed below.

Discussion and Committee Summaries

Finance Committee

The Finance Committee will be the accumulator, monitor and administrator of essential, important, and necessary fiscal information regarding the historical and ongoing operations and planning.

The Committee will work with the Treasurer, Accountant and other staff to provide transparent, accurate accounting information (i.e. financial numbers and necessary narrative explanation) in an understandable, cogent format on a historical, annual, quarterly, and monthly basis that may be used in reviewing financial performance, entity planning and internal and external audits.

Reporting to the Rector and Vestry, the Finance Committee will provide accurate fiscal information, advice and requested administration of finance related operations including, but not limited to:

- Financial matter assistance and advice for the Vestry, Rector, Committees, Program Chairs and other designated stakeholders.
- Assistance with audits through an independent Audit Committee.
- Initiation of standards, controls and requirements for oversight, recordkeeping, and administration of the budget activities, committees, and programs and events.
- Management, administration, maintenance, and advice regarding the financial records and financial personnel, including any financial information dissemination.
- Insurance matters including general liability, facilities, events, general operations, entity and personnel; such advice and administration to be provided through an Insurance Committee or Subcommittee.
- Review, on a bi-annual basis, all Financial Committee systems and practices to ensure methods employed meet current and near future needs.

Stewardship Committee

The vision of the Stewardship Committee is that it will provide Bible-based giving programs for annual, monthly, weekly, one-time, and planned giving of funds toward the essential, important, and necessary ministries and ongoing operations and planning for the greater glory of God.

The Stewardship Committee will work with the Treasurer and the Accountant, the Finance Committee, the Communication/PR Committee, the Rector and clergy, the Vestry, the All Saints Foundation and the staff to provide transparent, responsible Bible-based fundraising efforts, accurate accounting of fundraising efforts, and appropriate planned giving opportunities. The Stewardship Committee will provide update reports in an understandable, cogent format on a historical, annual, quarterly, and , if appropriate, monthly basis that may be used in reviewing performance, entity planning and internal and external audits.

Reporting to the Vestry and Rector, the Stewardship Committee will provide accurate fundraising information, advice and requested administration of fundraising related operations including, but not limited to:

- Organization of a formal stewardship campaign reflecting best practices of other congregations;
- In conjunction with the Foundation, originate, organize, administer, monitor and report on an ongoing planned giving campaign;
- Initiate, organize, report and manage specific fundraising events, programs, et al for critical capital expenditures (e.g., organ replacement, stained glass window repairs, etc.);
- Stewardship fundraising and planned giving information and involvement role needs for the Vestry, Rector, Committees, Program Chairs and other designated stakeholders; and
- Management, administration, and maintenance regarding the fundraising records and efforts of the Church, including any fundraising and/or financial information dissemination.

Human Resources Committee

Reporting to the Rector, the Human Resources Committee will provide accurate information, advice and requested administration of human resources related operations including, but not limited to:

- Establishing, confirming and reviewing human resources policies and practices including functional operations, general liability, hiring/firing, general incentive, insurance/benefits, employee assessment, and censure and discipline;
- Human resources and staffing assistance, information, and advice for the Vestry and Rector,
- Review, data gathering, reporting, advice and administration regarding actual/potential human resources matters whether internal, external, litigation or governmental;
- Position descriptions, administration for human resource issues/ activities of departments; and,
- Management, administration, maintenance, and advice regarding the human resource actions, records and other information, including any human resource related information dissemination to any internal or external party.

Facilities Committee

The Facilities Committee serves at the pleasure of the Vestry and reports to the Senior and Junior Wardens. The committee will be the policy-formulator, assessment administrator, developer of maintenance and physical improvement calendars, evaluator of costs and cost alternatives and developer of acquisition strategies for all facilities and grounds matters.

The Committee will provide transparent operations, prudent and functional standards, necessary policies and requirements toward providing a functional environment to promote the spread of God's word through worship facilities, meeting facilities, church grounds, rectories, church offices, the columbarium,

parking accommodations, and any other parish facilities as requested. In addition, the Committee will review and assess all current and proposed facilities and facility strategies making recommendations as to projects or changes that may enhance our spiritual life/experience and more closely conform to the ASC Strategic Plan.

The Committee will provide the Rector and Wardens accurate information, advice and completion of administration of work necessary to maintain and improve the physical plant including, but not limited to:

- Establishing confirming and reviewing a cogent system of maintenance requests for buildings and grounds as observed by facilities staff and church staff and clergy or by congregants and visitors;
- Assessing, repairing, replacing, timing and cost analysis of the current grounds and facilities, ordered by most critical to least;
- Evaluation of need for additional rectories and the financing of existing and future rectories.

Communications and Public Relations Committee

The Communications and Public Relations Committee will be the policy-formulator campaign/image/media developer, developer of internal and external consistency standards, and it will monitor and administer all image and media activity. The Committee will develop a single, unified program, vision and brand (including all of All Saints' activities) throughout the parish, the immediate community, the greater Washington, DC community and beyond. It will provide prudent and functional standards, necessary policies and requirements, and an effective, efficient, consistent and positive image and promotional campaign. In addition, the Committee will review and assess all internal and external communications, all program and event offerings, worship programs and outreach programs in relation to print, internet, social and oral communications techniques (on an ongoing and continual basis), and it will report and recommend a consistent and cogent media plan.

The Committee will develop a communications plan which will include accurate information about the church, implementation and administration of communications and public relations including, but not limited to:

- Establishing, confirming and reviewing communications and public relations policies and practices including functional operations, image, best venue recommendations, and frequency recommendations for, fundraising efforts, partnership and image efforts;
- Frequency and cost-benefit analysis of image and media programs, for committees, fundraising, partnership and image efforts and other areas as requested ;
- Communications/PR related time, cost, resource and staffing assistance, information, and advice for the Vestry, Rector, Committees, and other designated stakeholders. Recommendations concerning audio visual capabilities (both in the Nave and in other parts of the building) including the recording and broadcasting of sermons over the web and other possible uses of web programming;
- Reviewing all external and internal signage and consider the possibility of programmable displays;
- Reviewing, data gathering, reporting, advice and administration regarding media and communication options and best practices, whether internal or external; and,
- Maintaining and improving relations with Chevy Chase Village and local communities.

Ministry and Programs

Jesus said unto him, "Thou shalt love the Lord thy God with all thy heart, and with all thy soul, and with all thy mind. This is the first and great commandment. And the second is like unto it, Thou shalt love thy neighbour as thyself." Matthew 22:37-39

Overview

In facing the challenge of bringing order to the array of some sixty different programs and ministries carried on at All Saints, the guiding premise for us is that all that we do needs to proceed from the two great commandments. Ministry is a journey of discipleship. With discipleship as our watchword we should measure the effectiveness of ministry and program efforts by the extent to which they are grounded in prayer and informed by scripture. In addition, programs and ministries should align with our Vision. Priorities include a need to support recruitment of parishioners into ministry and service, to improve communication about and coordination among our many programs and ministries, to address the phenomena of "silos" and excessive autonomy of some programs, and attention to the changing make-up of our parish membership and service attendees. We should encourage development of a parish-wide culture of discipleship and ministry, and to improve management of resources, support and guidance to ministries and programs and to those who serve. It is also recommended to look more deeply at what we often call "Christian education" and to expand its scope to "Christian *formation*" and spiritual enrichment for members of our family parish throughout our lives.

Recommendations

To achieve the objectives described above, it is recommended that a Ministry and Program Coordination Committee be formed to improve the development and delivery of programs and ministries and coordinate communication, resource needs and activities among them. It will assist with review of new proposals for ministry, and with the integration of those we adopt into our parish life. The Committee will manage and support recruiting, training and mentoring of volunteers and leaders. It will work with clergy and staff to develop a process for reviewing and evaluating all programs and ministries, and will provide a central repository for all ministries, programs and events for scheduling and managing resources and costs. These functions will include:

- Clarifying and coordinating ministry opportunities and recommending approaches to communicate these opportunities to the parish family and community at large;
- Supporting development of a culture of discipleship and ministry.
- Providing an information resource for overall and individual program and event content and results for ministry and program leaders and teams, promoting prudent stewardship of funds and resources, and assisting with planning, scheduling, organizational, and resource requirements and internal controls as needed;
- Providing an information resource for program and event content and results for pursuit of or receipt of direct contributions or grants from individuals, foundations, institutions or businesses.
- Deepening our faith journey through Christian formation and spiritual enrichment programs linking those individual journeys with participation in ministry appropriate to the gifts and callings of each participant and volunteers.
- Attending to the practical aspects of effective support for ministry through recruiting, training and mentoring of volunteers and leaders, planning and coordinating facility use issues, and establishing a discernment cycle to periodically review ministries, to continue with those that are successful and to retire or reorganize those that may have run their course; and
- Acknowledging and celebrating our ministries in our worship services and other activities where significant numbers of parishioners are gathered.

It is important to assure development of this new Ministry and Program Coordination Committee occurs in a manner that complements and coordinates but does not conflict with the existing efforts underway to develop, organize or reorganize current and potential new ministries. Because of this, establishing this new Committee will be phased in over the summer. Throughout this process, regular consultation among clergy, staff and the Vestry will take place, and regular consultation will take place with parish volunteers leading our many existing ministries and programs.

The target date for establishing the Ministry and Program Coordinating Committee and for refining its role as may be deemed appropriate by the Rector and Vestry, is September 30.

Discussion

All Saints has a strong and welcoming spirit and many programs to engage members of all ages within its walls. These include very good formation programs (particularly for children and young adults), a wonderful music ministry, a promising welcoming ministry, and an improving Bible study program. We celebrate our long history and the older members of the church as well as younger and more recent members alike as vital to our family. We conduct or participate in wonderful intra- and extramural mission or outreach. These activities help us to fulfill the great commandments in three ways: (a) caring for those in need around us, (b) drawing others into the church, or at least forward in their own Godly journey, and (c) engaging us through service in Christ's call and mission here on earth. Our ministries come in the form of pastoral care (to church members who are sick, homebound, or in need), and beyond our walls in food, clothing, shelter and community service locally, as well as in mission and programmatic services globally.

There are several challenges in Ministry and Programs. Most notably, we are only beginning to grow into awareness that ongoing discipleship (formation) and regular ministry (service) are normative for each and every person's life in Christ. First, not all the congregation is engaged in either discipleship or ministry. Examples include difficulty in filling the teacher rosters for both child and adult formation programs (despite our large pool of talented, well-educated, competent parishioners), or in stimulating involvement in mission and outreach ministries. Second, limited communication among, and coordination between, ministries and programs has constrained our growth and awareness of resource needs. Groups do not know what is being done by others; and parishioners do not get clear, timely, or consistent messages about service needs and opportunities. Third, we have not adequately addressed the tendency to cling so tightly to autonomy and familiar ways of doing things (silos) that communication and incorporation into a broader framework is impeded.

Conclusion

Now you are the body of Christ, and each one of you is a part of it. And God has placed in the church first of all apostles, second prophets, third teachers, then miracles, then gifts of healing, of helping, of guidance, and of different kinds of tongues. 1 Corinthians 12; 27 – 30.

As we proceed to answer the Lord's call, will and direction for our church, this plan will help guide our way. It must be supported by prayer and thoughtful implementation of its recommendations. Moreover, it will only be successful for the Lord, if members of our congregation step forward and volunteer their time, talents and resources. This is an exciting time of growth and transition to respond to Jesus Christ's call to know Him, serve Him and serve those whom He brings to us and those to whom we go to serve.