

Strategic Plan

All Saints Episcopal Church Tybee Island, Georgia 2021

Revised – July 2022

Updated - February 2024

Change Log

This section should be updated to reflect the version, the approval date, the author, and what kinds of changes were made. For example, a rationale may document a change in due dates for initiatives because initial estimates were too ambitious. The author is whomever documented the change. The date records when the change was approved.

VERSION	DATE	AUTHOR	RATIONALE
1.0	08/15/2021	K. and M. Williams	Initial document
1.1	08/15/2021	K. and M. Williams	Edits by vestry
1.2	09/05/2021	K. Williams	added date of vestry approval; added "volunteer" on pg. 7 regarding committee membership.
1.3	8.7.22	Vestry	Rework Functional Areas
1.3	8.7.22	Vestry	Under Functional Areas Change Outreach to Inreach Outreach and include Hospitality, Membership Connection and Outreach under this
1.3	8.7.22	Vestry	Under Functional Areas Clarify Resource Management delineating what it includes (Bldg. and grounds, Archives and Finance)
1.3	8.7.22	Vestry	Move Worship and music to the 1st area of plan
1.3	8.7.22	Vestry	Under Worship and Music Action 1 add continue Eucharist item 1 delete Friday Compline and add weekly compline, item 2 delete implement Traditional Anglican
1.3	8.7.22	Vestry	Under Worship action 2 delete working group and add as needed
1.3	8.7.22	Vestry	Under Worship Action 3 item 3 delete transmit to nursing home

1.3	8.7.22	Vestry	Worship Action3 item 4 continue church availability
1.3	8.7.22	Vestry	Worship Action 4 delete items 1 and 2
1.3	7.31.22	Vestry	Christian Formation item 3 take out Friday Compline and add evening weekly compline, Episcopal 101
1.3	7.31.22	Vestry	CF. item 5 delete Liturgy instruction
1.3	7.31.22	Vestry	CF Action 2 delete item 1 needs assessment and items 5 and 6 delete lay ministers and VBS
1.3	7.31.22	Vestry	Under Hospitality Delete nametags Action 1 item 7
1.3	7.31.22	Vestry	Change date Membership Connection to Winter 2023, change inventory to process
1.3	8.7.22	Vestry	Under Outreach combine Action 3 and 4 (see next 2 edits)
1.3	8.7.22	Vestry	Under Outreach delete incorporating time talent and skills ministry training volunteer staff (It was thought that the stewardship letter and Action 2 will take care of these)
1.3	8.7.22	Vestry	Outreach Action 4 delete outreach evangelism item 2 and item 3 attract part time residents as this item was addressed under Hospitality
1.3	8.7.22	Vestry	Outreach Acton 6 item 2 delete continue Vicar's email to simply Vicar's weekly email, item 3 delete develop and item 4 delete quick communication
1.3	8.7.22	Vestry	Res. Mgmt. Action 1 Insert annually instead of Jan. 21
1.3	8.7.22	Vestry	Res. Mgmt. Action 2 delete facilities mgmt. subcom to leverage assets. Dioces does this.

Introduction: Error! Bookmark not defined.

Design Error! Bookmark not defined.

All Saints Mission, Vision, and Core Values..... Error! Bookmark not defined.

Functional Areas5

Worship & Music 9

Christian Formation.....10

Hospitality10

Membership Connection and Integration7

Outreach.....8

Resource Management9

Appendix A: A Brief History of All Saints 15

Appendix B: Sections of the plan that were deleted. These may be reentered if future needs can be met.....19

February 2024 information: Items highlighted in yellow are revisions; Items in red deleted, and items in highlighted in Green are to be studied and initiated

Functional Areas

All Saints fulfills its mission through six functional areas:

- Worship and music
- Resource management
 - Building and Grounds
 - Archives/History
 - Finance
- InReach OutReach
 - Hospitality
 - Membership connection and integration
 - Outreach
- Christian formation

The following section describes each functional area and its respective recommended action plans. NOTE: A project plan is needed for each action plan. (Plans should include participants, roles and responsibilities, project goal, scope, work breakdown, tasks, timeline, resources required, and any metrics.)

Worship & Music

Ultimately, our purpose as individuals and collectively as a congregation is to worship God, in spirit, truth, purity, and excellence. Through our worship, we proclaim God is worthy of our love, devotion, praise, gratitude, and service.

Action 1: Conduct additional worship services beyond our current services

Continue Sunday Eucharist and Summer Compline. Add **Monthly Friday** Compline

Ongoing invitation any and every musical talent to participate in one or any of our services.

Action 2: Worship space

Study and recommend improvements to enhance the worship experience, while respecting the historic elements of the facility as needed. (**Lighting for Choir; auto lock for church door**)

Action 3: Take our worship and music out into the community

Identify opportunities for community music ministry, e.g., Christmas parade, Easter Sunrise.

Continue Shrove Tuesday celebration, Blessing of the Animals and the Annual church picnic restarted, others?

Continue church availability for community activities such as knitting, exercise classes, art classes, AA meetings

Action 4: Enhance and expand the Worship and Music experience

Maintain and support the services of a trained musician (choir director, organist, and pianist) to provide high standards of musicianship to our worship services.

Christian Formation

According to our core value of discipleship, we develop our congregation to be knowledgeable and mature followers of Jesus Christ.

Action 1: Continue Christian Formation

Establish a committee/working group to plan and oversee Christian formation initiatives.

By Winter 2025, continue Adult Christian Education (ACE). Determine content to be offered, curriculum to be used, staffing, time.

Provide support for programs such as Weekly Summer Compline and implement Weekly Evening Compline during the year. (Delete Episcopal 101)

Action 2: Provide resources for all ages to prepare them for their journey of Faith

By Fall 2025, publish a list of currently available resources and classes that we can utilize and build upon to address parishioner needs. Include these on the web site, lending library.

Hospitality

Hospitality involves the congregation welcoming visitors and prospective members and integrating new members into the life and ministry of the church. As a congregation characterized by love, compassion and inclusive engagement, All Saints creates the kind of climate in which all are welcome.

Action 1: By <u>Fall 2025</u>, All Saints will develop and implement a formal Visitor/Newcomer process

Establish a Hospitality Committee/working group to develop and implement a comprehensive program of hospitality. Vestry and Vestry Person of the Day

Develop and implement process for Newcomers and part time residents to make All Saints their Church Home Away from Home - including website and Facebook orientation, greeting, connecting during and after worship, and follow-up contact – explanation of vision, mission, values, focus areas, ministries, and opportunities for service of the congregation. (via Bookmark, stewardship letter)
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Continue Fellowship refreshments and encourage visitors to attend.
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Add a sign in front of the facility to welcome visitors to participate in church activities.

Add a sign to the current sign on Jones Avenue which displays the tagline, "Whoever you are, wherever you find yourself on your journey of faith, there is a place for you here" or simply, "Whoever you are there is a place for you here."

Membership Connection and Integration

God has endowed each member with talents, experiences, and spiritual gifts in order to fulfill the mission of the church. We fulfill our mission by building relationships with each other and by helping members identify and practice their abilities for ministry. All Saints empowers and equips its members for ministry.

Action 1: By <u>Winter 2025</u>, All Saints will update and implement a Membership Connection process
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Establish a committee/working group to plan and oversee outreach initiatives.

Membership Directory

- Update the membership directory annually to be provided to all parishioners - web directory app, (pictures), updated contact and profile information. Include in newcomer or part-time packet.
- To be inclusive add instructions for using the website in the Membership Directory;
- Review and update website regularly.
- Identify contact individuals for activities such as yard sale, Shrove Tuesday

Support Group **Continue development of**

- Develop and implement a support group for individuals and families in need, to include such things as visits, meals, transportation, errands and support as needed.
- Partner younger or more able with singles (or elderly couples) who live close to each other as a support system in case of emergency.
- Incorporate a mapping program that would pair individuals with their closest neighbor; Develop phone trees to disseminate important information quickly.

Action 2: By Spring 2025, develop and implement a Time, Talent, and Skills ministry

Establish a process - a means of integrating members' abilities to build the congregation and a doorway to extend All Saints' hospitality and ministry from our parish into the surrounding community. **Community Connections**

Inventory member gifts, talents and skills. (Delete)

Create a searchable data base of this information. (Delete)

Outreach

All Saints shares the love of Jesus Christ and positively impacts the local and global communities by equipping, empowering and inspiring all members in outreach and ministry. Outreach exemplifies our core values of love and compassion, inclusive engagement, advocacy, empowerment, and discipleship.

Action 1: Continue the lay leadership development with clergy support

Use Current members who are involved in outreach to discuss their outreach activities after service/coffee hour/field trips.

Continue **Education for Ministry, The Order of the Daughters of the King (DOK), and other training identified as needed and match members' abilities with community needs**

Action 2: Evaluate local and international partners and identify outreach opportunities by December 2024

Annually, determine outreach support from All Saints including time, talent and financial.
Develop a collaborative ecumenical network to reach out and minister to needs.
Network with other churches in the Region to identify ministry opportunities.

Action 3: By <u>January 2025</u> Annual Meeting begin developing specific plans for Evangelism - All Saints hospitality and sharing good news in the community
Develop an emphasis for inviting a friend to the service of worship.
Establish dates for annual events and publish in several places, i.e. newsletter, bulletin, calendar, website
Explore ways to attract families/ part time residents

Action 4: By January 2025 continue the establishment of a social issues committee/working group to identify and respond to social conditions in the community that inhibit the ability of residents and visitors to thrive and experience God's blessing.
Conduct a community needs assessment.
Identify conditions of social inequity and injustice.
The committee/working group recommends to the congregation courses of action to address social issues (Community Connections)

Action 5: Establish strategic communications program.
Develop a regular (weekly, monthly) email newsletter. Include items of note appearing in website, Facebook and other social media.
Deacon's Monthly report
Maintain the church's website, Facebook page, and other social media platforms (Twitter, Instagram) with current information.

Resource Management

Fulfilling current obligations and anticipating emerging needs, All Saints provides guidance, leadership, consultation and solutions – enhancing effective stewardship of resources and maintain a culture of fiscal stability, while planning and developing means to realize God's vision for All Saints.

Action 1: Vestry and Finance Committee will develop a method to increase operating income by 10 percent or commensurate with expense growth

Establish Fund Raising Events (Shrove Tuesday) , (Yard Sale)

Promote online donations through church's website.

Finance Committee will establish and adopt an official pricing structure to address facilities fee revenue generation.

Vestry will continue the Generation to Generation/Pay It Forward Committee leadership.

Pay it Forward/Generation2Generation Committee will renew operation by Spring 2025.

Continue an Audit committee and conduct annual audit

Action 2: Implement health and safety program.

Continue development of a plan and conduct regular training for invasive violence and Active Shooter.

Develop a plan and training for disaster preparedness and response for church operations and for individual members.

Identify First Aid Kit, AED, Fire Extinguishers location with congregation quarterly or monthly.

Update congregation on current health and wellness trends through all means of member connection.

Action 3: Implement facilities management program.

Establish a facilities management committee to develop and implement policies for the maintenance and management of church facilities.

Conduct an annual inventory of all church assets, buildings, equipment, etc. assessing condition, recommended maintenance, future replacement etc. creating a physical assets annual report with funding suggestions.

Action 4: Implement personnel management program. (Note: This is not an immediate need but may be required in the future in order to care adequately for staff members.)

Establish a personnel management committee to develop and implement policies for the care of ministerial and support staff.

Provide funding and church leadership for the hiring of an ordained priest to serve under contract as All Saints' vicar.

Add the Services of a Deacon to our ministry for assisting with continuity on the Altar and Pastoral Care

Action 5: Implement Church History Archive

Define and identify "Historical Artifacts" as it pertains to church history. (Documents Images, Audio)

Identify Records Custodian(s) / Archivist(s) to manage and oversee the archives.

Create an intake process and backup strategy for artifacts.

Create schedule for digitizing and archiving existing artifacts.

Initiate process for inclusion into the Georgia Historical Society's Collection. And the American Folklife Center at the US Library of Congress

Appendix B. Items deleted or changed. Highlighted areas have been deleted or changed to meet the real potential for our church.

Functional Areas

All Saints fulfills its mission through six functional areas:

- Hospitality
- Membership connection and integration
- Outreach
- Christian formation
- Resource management
- Worship and music

Christian Formation

Action 1: Continue Christian Formation

Provide support for programs such as, Monthly - Friday Compline and Summer Compline on the beach

Establish other Bible study programs as well as programs for the study of our Episcopal traditions and history.

Liturgy instructions (this is planned for Fall 2021 in our Adult Christian Education ACE)

Action 2: Provide resources for all ages to prepare them for their journey of Faith

By Fall 2022, conduct a needs assessment of parishioners' spiritual development.

Provide 2-3 lay ministers to instruct in various Christian formation resources.

Investigate a joint Vacation Bible school in conjunction with other churches.

Worship & Music

Action 1: Conduct additional worship services beyond our current services

Continue Summer Compline and Monthly Friday Compline.

Implement "Traditional" Anglican services in addition to our current schedule of worship (e.g. Taize').

Action 2: Worship space

Establish a working group to study and recommend improvements to enhance the worship experience, while respecting the historic elements of the facility.

Action 3: Take our worship and music out into the community

Develop and implement a way to take worship or transmit worship to Nursing Home by Spring 2022

Investigate and add church-sponsored activities for children, art classes, knitting, lawn games, parade participation by Summer 2022

Action 4: Enhance and expand the Worship and Music experience

Identify and incorporate members abilities into worship opportunities.

Identify and incorporate creative elements into worship, such as dramatic monologue, reading, or play; musical presentation; or video presentation.

Hospitality

Action 1: By Fall 2022, All Saints will develop and implement a formal Visitor/Newcomer process

Develop and implement process for Newcomers - including website and Facebook, parking, greeting, connecting during and after worship, and follow-up contact - thereby extending the culture of welcoming. (Combine with 2-3 and 4)

Identify an initial group of All Saints members to serve as mentors for newcomers and part timers. (Delete this item)

Develop and implement an orientation class for newcomers to inform newcomers of the vision, mission, values, focus areas, ministries, and opportunities for service of the congregation.

Develop a plan to attract and encourage part time residents to make All Saints their Church Home away from Home. Include families with children-study where our newcomers are coming from – move ins, half time, visitors only.

Provide nametags for identifying members and visitors. (Delete this item)

NOTE: Each item (website, Facebook page, parking, etc.) should have a process that is fully documented, tested and operational. (delete)

Membership Connection and Integration

Action 2: By Spring 2022, develop and implement a Time, Talent, and Skills ministry

Establish a **Time, Talent, and Skills ministry** - a means of integrating members abilities to build the congregation and a doorway to extend All Saints' hospitality and ministry from our parish into the surrounding community.

Inventory member gifts, talents and skills.

Create a searchable data base of this information.

Outreach

Action 1: Continue the lay leadership development with clergy support

Continue Education for Ministry, The Order of the Daughters of the King (DOK), and other training identified **as needed**.

Action 3: Incorporate the Time, Talent, and Skills ministry for community impact.

Recruit and train Time, Talent, and Skills volunteer staff members by Fall 2022.

Establish a working group to match members' abilities with community needs.

Action 4: By January 2022 Annual Meeting begin developing specific plans for Evangelism - All Saints hospitality and sharing good news in the community

Explore other opportunities in our community for outreach evangelism ministries, such as Ash Wednesday (Ashes to Go), and other blessings.

Action 6: Establish strategic communications program.

Continue the vicar's weekly email message.

Develop and maintain the church's website, Facebook page, and other social media platforms (Twitter, Instagram) with current information.

Establish and promote a means of quick communication (vestry assignments) to members for immediate needs and issues.

Resource Management

Action 1: Vestry and Finance Committee will develop a method to increase operating income by 20 percent or commensurate with expense growth

Vestry will identify the Generation to Generation/Pay It Forward Committee leadership by Winter 2021.

Pay it Forward/Generation2Generation Committee will renew operation by Fall 2022.

Continue an Audit committee By January 2021

Action 2: Develop and launch a facilities marketing plan to capitalize on rental market opportunities by Spring 2022

Establish a Facilities Management subcommittee to leverage assets for revenue optimization by December 2021