

All Saints Church Strategic Planning Committee Implementation Plan

I. Vision (Mission Statement) (1999)

As a visible sign of God's presence in the world, All Saints Church is a welcoming, diverse, and urban Christian community, actively proclaiming and living the Gospel.

II. Core Values (2001)

A. Community

Community is where we find and create connections with others in a variety of ways. Gathering together in love strengthens our relationship with God and each others.

B. Diversity

We are a congregation that reflects and embraces people from every family, language, race, and nation. We honor the dignity of each person, respect the plurality of experience and opinion in the community and intentionally learn and grow from our differences.

C. Growth

Growth happens when we invite others into our community. Spiritual growth occurs as we discover and share our personal experience of God.

III. Goals: (2004)

- 1. Make All Saints Church a welcoming and embracing place for all people**
- 2. Make All Saints Church a center for spiritual growth for all ages and interests**
- 3. Make All Saints Church a center of ministry to the world through advocacy and action -- "Walk the walk"**
- 4. Celebrate and Honor All Saints Church's 175 Anniversary in 2010**
- 5. Ensure that All Saints Church has resources through comprehensive planning and growth**

Goal No.: 1. Make All Saints Church a welcoming and embracing place for all people

Objective

1) Create and implement a plan including target constituencies: Children and families; baby boomers, people of color, gay and lesbians, Neighborhood.

Action Step(s)	Responsible	Due Date	Ongoing
a) Prepare a marketing plan to include target constituencies	Marketing	11/15/2005	<input type="checkbox"/>
b) Explore diverse worship services: Spanish language, Taizé, 5 o'clock	Worship, Liturgical Staff, Vestry	4/15/2006	<input type="checkbox"/>
c) Create and implement a plan including target constituencies: Children and families; baby boomers, people of color, gay and lesbians, Neighborhood.	Marketing, Rector, Vestry, Harmony, ASC Alliance, Neighborhood Ministry	11/15/2005	<input type="checkbox"/>

2) Promote All Saints Church's rich history, beauty, music, and programming

Action Step(s)	Responsible	Due Date	Ongoing
a) Promote All Saints Church's rich history	Marketing, Archives		<input checked="" type="checkbox"/>
b) Promote All Saints Church's concerts to community	Marketing, Friends of Music and Arts		<input checked="" type="checkbox"/>
c) Promote All Saints Church's specific programs and/or events	Marketing, specific All Saints Committees		<input checked="" type="checkbox"/>

Goal No.: *1. Make All Saints Church a welcoming and embracing place for all people*

Objective

3) Provide and maintain a physically welcoming space

Action Step(s)	Responsible	Due Date	Ongoing
a) Develop, implement, & fund building maintenance and improvement plan and capital budget; hold annual reviews with parishioner participation	Property, Finance, Staff, Vestry	11/15/2006	<input type="checkbox"/>
b) Formalize and establish the “Fix-It-Folk” group	Property, Finance, Staff	5/15/2006	<input type="checkbox"/>
c) Develop and implement plan for ongoing and future Altar Guild needs, including new members, storage space, worship opportunities	Altar Guild	11/15/2006	<input type="checkbox"/>
d) Increase Flower Guild volunteers, storage space, and funding	Flower Guild	5/15/2006	<input type="checkbox"/>

4) Welcome all new visitors

Action Step(s)	Responsible	Due Date	Ongoing
a) Train ushers as greeters, recruit new of ushers, especially women and teens	Ushers, Welcome Committee	2/15/2006	<input type="checkbox"/>
b) Recruit more Officers of the Day	Officer of the Day, Vestry	8/15/2005	<input type="checkbox"/>
c) Nursery care availability and safety	Children’s Spiritual Life, Property	3/15/2006	<input type="checkbox"/>
d) Create and implement a comprehensive plan for welcoming newcomers from their first Sunday to one year	Welcome Committee, Ministry Coordinator, Stewardship	11/15/2005	<input type="checkbox"/>
e) Maintain building use schedule to accommodate all groups comfortably	Staff		<input checked="" type="checkbox"/>

Goal No.: *1. Make All Saints Church a welcoming and embracing place for all people*

Objective

5) Connect individuals to groups and programs (and vice versa)

Action Step(s)	Responsible	Due Date	Ongoing
a) Develop and implement a plan for connecting people with All Saints Church groups and committees and vice versa	Ministry Coordinator, groups, committees	3/15/2006	<input type="checkbox"/>

6) Provide more shared experiences for congregation

Action Step(s)	Responsible	Due Date	Ongoing
a) Establish Vestry Committee Liaison for oversight and responsibility for parish-wide events	Vestry	11/15/2005	<input type="checkbox"/>
b) Plans, and hosts parish-wide events; e.g. International Dinner, Parish Picnic, Christmas reception at Rectory, and celebrations of All Saints Church's diversity	Ministry Coordinator, Vestry, Committees, Groups	3/15/2006	<input type="checkbox"/>

7) Preserve, explore, and promote the rich heritage of All Saints Church

Action Step(s)	Responsible	Due Date	Ongoing
a) Develop and implement a plan for preservation and promotion of ASC's rich history	Marketing, Archives	5/15/2006	<input type="checkbox"/>

8) Improve and expand internal communication at All Saints Church

Action Step(s)	Responsible	Due Date	Ongoing
a) Establish a Communication Task Force	Vestry	8/15/2005	<input type="checkbox"/>
b) Create and implement an internal communication plan	Communication Task Force	3/15/2006	<input type="checkbox"/>

Goal No.: 2. *Make All Saints Church a center for spiritual growth for all ages and interests*

Objective

1) Spiritual Education for ages 1-21

Action Step(s)	Responsible	Due Date	Ongoing
a) Implement 1-21 Plan	Children's Spiritual Life (CSL) Committee, CSL Coordinator, Associate Rector		<input checked="" type="checkbox"/>
b) Continue and augment integration of Neighborhood Youth Ministry with CSL	CSL Committee and Coordinator, Fun Fridays, Neighborhood Ministry, Neighborhood Lay Pastoral Leader		<input checked="" type="checkbox"/>

2) Spiritual Education for adults

Action Step(s)	Responsible	Due Date	Ongoing
a) Establish a task force to create comprehensive adult plan; include Emmaus, Quiet Days, Pilgrimages, and Mission Steps	Rector	5/15/2006	<input type="checkbox"/>
b) Develop Adult Education Plan	Rector, Adult Education Task Force	11/15/2006	<input type="checkbox"/>
c) Implement the All Saints Church Adult Education Plan	Adult Education Task Force	2/15/2007	<input type="checkbox"/>

3) Provide opportunities for home bound parishioners to experience All Saints

Action Step(s)	Responsible	Due Date	Ongoing
a) Develop and implement a comprehensive pastoral care plan for homebound parishioners	Parish Nurse, Pastoral Care Team, Visiting Lay Pastors		<input checked="" type="checkbox"/>

4) Recording of Worship Services, including sermons

Action Step(s)	Responsible	Due Date	Ongoing
a) Create and implement a plan to provide audio, video, and digital recordings	Archives, Marketing, Communication Task Force	3/15/2006	<input type="checkbox"/>

Goal No.: 3. *Make All Saints Church a center of ministry to the world through advocacy and action -- "Walk the walk"*

Objective

1) Establish Urban Ministry Center

Action Step(s)	Responsible	Due Date	Ongoing
a) Develop and Implement Urban Ministry Plan	Rector, Stewardship, Vestry	9/1/2006	<input type="checkbox"/>
b) Integrate all existing & new All Saints efforts into a comprehensive ministry	All existing outreach ministries	5/15/2006	<input type="checkbox"/>
c) Establish a formal connection with Episcopal Divinity School in Cambridge	Rector, Stewardship	3/1/2006	<input type="checkbox"/>
d) Work with the greater Worcester community on selected areas of Urban Ministry Plan	ASC Alliance, Harmony Neighborhood Ministry	3/15/2006	<input type="checkbox"/>

Goal No.: 4. Celebrate and Honor All Saints Church's 175 Anniversary in 2010

Objective

1) Determine, plan, and implement special 175th Anniversary celebration

Action Step(s)	Responsible	Due Date	Ongoing
a) Form a committee to create a comprehensive 175th anniversary celebration	Vestry, Rector	8/15/2005	<input type="checkbox"/>
b) Create a 175th Anniversary plan	175th Celebration Committee	2/15/2006	<input type="checkbox"/>
c) Implement 175th Anniversary plan w/various ASC committees & groups	175th Celebration Committee	6/15/2006	<input type="checkbox"/>

2) Establish All Saints Church 175th Anniversary Project

Action Step(s)	Responsible	Due Date	Ongoing
a) Form task group to assess the viability of potential 175th projects	Vestry, Rector	3/15/2005	<input type="checkbox"/>
b) Define and plan for implementation of 175th Project	175th Project Committee	3/15/2006	<input type="checkbox"/>
c) Implement 175th Project Plan	175th Project Committee	3/15/2006	<input type="checkbox"/>

Goal No.: 5. *Ensure that All Saints Church has resources through comprehensive planning and growth*

Objective

1) Continue growth in annual stewardship for annual operating costs

Action Step(s)	Responsible	Due Date	Ongoing
a) Develop and implement annual stewardship plan every August 15th	Stewardship, Vestry, Clergy		<input checked="" type="checkbox"/>

2) Continue maintenance and improvement to physical plant

Action Step(s)	Responsible	Due Date	Ongoing
a) Develop, implement, and fund building maintenance and improvement plan and capital budget	Property, Finance, Staff, Vestry	11/15/2006	<input type="checkbox"/>

3) Continue growth in funding & volunteers for All Saints individual programs

Action Step(s)	Responsible	Due Date	Ongoing
a) Develop and implement a plan for obtaining additional funding for individual programs	Rector, Stewardship	5/15/2006	<input type="checkbox"/>
b) Recruit and develop a group of active parishioners for program assistance	Ministry Coordinator		<input checked="" type="checkbox"/>
c) Train leadership to recruit, mentor, and train new members and leaders	Planning Committee	5/15/2006	<input type="checkbox"/>

Goal No.: 5. *Ensure that All Saints Church has resources through comprehensive planning and growth*

Objective

4) Determine, plan, and implement comprehensive endowment growth plan

Action Step(s)	Responsible	Due Date	Ongoing
a) Form a Capital Campaign Committee force to grow the building, outreach, organ, and choir endowments	Rector, Vestry, Endowment Growth Committee	8/15/2005	<input type="checkbox"/>
b) Plan a 175th Anniversary Capital Campaign	175th Capital Campaign Committee, 175th Project Committee, 175th Celebration Committee, Endowment Growth Committee	3/15/2006	<input type="checkbox"/>
c) Execute 175th Anniversary Capital Campaign	175th Capital Campaign Committee, Endowment Growth Committee	12/31/2009	<input type="checkbox"/>

5) Conduct periodic assessment of All Saints Church operations including worship, administration and ministries

Action Step(s)	Responsible	Due Date	Ongoing
a) Develop a comprehensive system for review of worship services	Rector, Vestry, Worship	3/15/2006	<input type="checkbox"/>
b) Develop a comprehensive system for annual reviews of all staff	Vestry, Staff, Wardens Committee	9/15/2005	<input type="checkbox"/>
c) Develop a comprehensive system for annual reviews of all committees	Planning Committee	3/15/2006	<input type="checkbox"/>
d) Develop a comprehensive system for annual reviews of all groups	Planning Committee	1/3/2006	<input type="checkbox"/>

Goal No.: 5. *Ensure that All Saints Church has resources through comprehensive planning and growth*

Objective

6) Management of Change within All Saints Church

Action Step(s)	Responsible	Due Date	Ongoing
a) Develop a process by which critical issues are agreed upon for action	Clergy, Vestry, Parish, Planning Committee	5/15/2006	<input type="checkbox"/>
b) Identify, establish, and evaluate areas of interest, concern, and commitment	Clergy, Vestry, Parish, Planning Committee		<input type="checkbox"/>
c) Educate and involve parish in chosen areas	Clergy, Vestry, Parish, Planning Committee		<input type="checkbox"/>
d) Create a plan for implementation of change	Clergy, Vestry, Parish, Planning Committee		<input type="checkbox"/>