

STRATEGIC PLAN

2020 - 2024



*For I know the plans I have for you, declares the Lord, plans to give you a future and a hope.
Jeremiah 29:11*

January 2020

We are excited to present the All Saints Church 2020-24 Strategic Plan.

The Book of Proverbs wisely notes that “Plans fail for lack of counsel, but with many advisors they succeed.” Accordingly, this plan reflects the input of over 100 All Saints parishioners, staff, and clergy, who were engaged through in-person interviews, Town Hall meetings, and an online parish-wide survey. We are grateful to everyone for their time and perspectives.

The Strategic Plan includes:

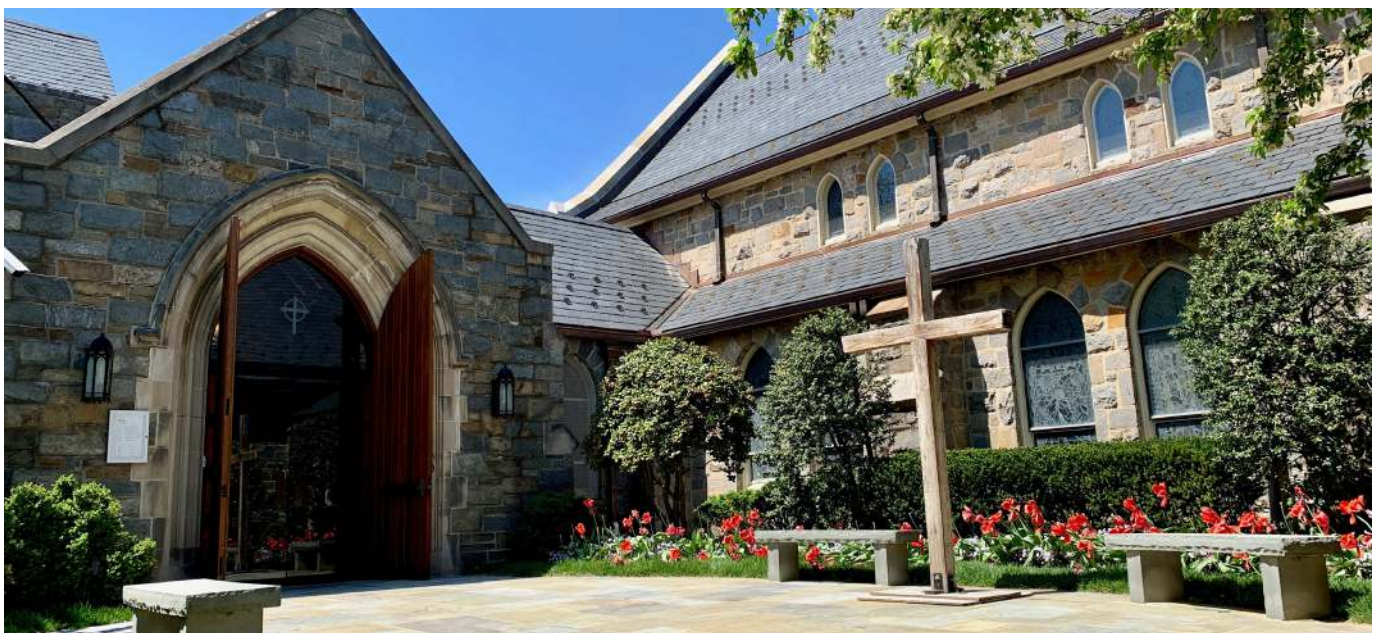
- † A clear, long-term mission to Share Christ’s love, transform lives, and build God’s Kingdom
- † A focused vision to guide our parish for the next five years
- † Six strategic priorities where the parish would like to see renewed emphasis and focus. These include three “core” priorities (viewed as central to advancing our mission and vision) and three supporting “foundational” priorities.

As with any strategy, this plan will serve as a guide, subject to ongoing refinement and evolution as our parish tests new ideas, learns what works (and what doesn’t), and adjusts course.

We welcome your feedback and active involvement to help make this vision a reality.

In Christ,

Cary Buckingham, Senior Warden
Rev. Edward T. Kelaher, Rector



ALL SAINTS CHURCH MISSION AND VISION STATEMENTS

MISSION STATEMENT

All Saints Church's mission is to:

- † Share Christ's love
- † Transform lives
- † Build God's Kingdom



VISION STATEMENT

In the next five years, All Saints Church's vision is to:

- † Grow our Christ-centered, Bible-based efforts beyond our Sunday worship to all corners of our church;
- † Deepen our calling to Christ's great commission through mission and outreach, most especially in our own church and local community; and
- † Bring God's grace to people of all ages, especially youth;

while maintaining responsible and transparent stewardship of our time, talents, and treasures.

ALL SAINTS CHURCH 2020-24 STRATEGIC PRIORITIES

Over the next five years, All Saints Church will focus on three “core” priorities, supported by three “foundational” priorities:

CORE PRIORITIES



Strengthen our spiritual and Biblical foundation



Expand mission and outreach



Create a robust student ministry

SUPPORT/FOUNDATIONAL PRIORITIES



Increase volunteer involvement



Increase regular giving and income contribution



Improve communications and transparency

STRATEGIC PRIORITIES

STRENGTHEN OUR SPIRITUAL AND BIBLICAL FOUNDATION

OVERVIEW

One of All Saints Church's great strengths is its strong and vibrant worship offerings on Sunday, as well as many thriving Bible studies, prayer groups, burgeoning small groups, and ministries throughout the week, offering a strong foundation for the spiritual formation of many parishioners. And yet, as was echoed in the 2019 strategic planning strengths, weaknesses, opportunities, and threats (SWOT) analysis, there is still a strong yearning for even deeper and expanded spiritual practices within the parish.

To address this additional desire among parishioners and take our efforts to the next level of engagement and involvement, we will create even more opportunities for spiritual growth and meaningful Christian connections in *all aspects of life*. We seek to connect each parishioner more closely to the vision of All Saints and to inspire and equip parishioners to grow in the Kingdom of God. As we learn how to live out our faith throughout the week, we will transform our own lives, our families, and our community.

FIVE-YEAR GOALS

1. **Increase Biblical engagement** on both a personal and collective level.
2. **Increase spiritual formation and development.** Develop a church-wide culture that sparks individual spiritual development in all seasons of life, helping congregants to integrate faith in all aspects of life, including work, school and family.
3. **Make All Saints a praying church**, which transforms lives by connecting all ministries, initiatives, and individuals through a vibrant network of prayer.
4. **Grow and demonstrate a united body of Christ.** Connect each church member to an existing ministry, demonstrating and living out what it means to be one body in Christ, united in vision, and heart – reflecting the heart of God while embracing the unique and creative contributions of many different congregants and different worship styles.
5. **Become a beacon of light to Washington, DC.** As All Saints becomes salt and light in our communities, we will inspire other Christian communities to seek their place in transforming this world and ushering in the Kingdom of God today.

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STRATEGIC PRIORITIES

EXPAND MISSION AND OUTREACH

OVERVIEW

A few years ago, the Missions and Outreach ministries of All Saints, especially its local missions team, declined due to unavoidable changes in management and a lack of volunteers. However, things began to change for the better about two years ago, and the Missions and Outreach committees were once again reignited with new leadership and parishioner volunteers who are providing new vision, new partnerships, new ideas, and new energy. Drawing direction from the Holy Scriptures:

“But you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth.” Acts 1:8

“He has told you, O man, what is good; and what does the Lord require of you but to do justice, and to love kindness, and to walk humbly with your God?” Micah 6:8

We aspire to build a thriving ministry to take the Gospel of Jesus Christ, in both word and deed, to our local community, and around the world so that the spiritual and physical needs of men and women made in the image of God would be touched by Christ’s mercy and compassion through the ministries of All Saints and her partners.

FIVE-YEAR GOALS

1. **Serve both the physical and spiritual needs of people in our local community** by establishing intentional and sustainable relationships with churches and organizations, and recruiting and connecting parishioners with those local partners to serve regularly (monthly and/or quarterly).
2. **Strengthen our global reach** by re-engaging and deepening our relationship with current partners such as those in the Dominican Republic, Rwanda, the Congo, Uganda, etc., and prayerfully going where the Lord calls us to establish new long-term relationships, thereby creating new avenues for parishioners to invest and participate in the work that God is doing around the world.
3. **Improve communications about All Saints Missions and Outreach to the wider congregation** so that parishioners know (a) what we and our partners do, (b) how funds are being spent, and most importantly (c) the impact that the Missions and Outreach ministries are having at home and around the world through the use of literature, forums, personal testimonies, guest speakers, and a new Missions and Outreach Kiosk.
4. **Raise up future Missions and Outreach leaders** at All Saints through Missions and Evangelism training courses, literature, seminars, and a new annual Missions Month.
5. **Challenge every All Saints parishioner to participate** in Missions and Outreach and fulfill Christ’s great commission through the use of their time, talent, or treasure.
6. **Create a sense of energy, joy, and welcome** around missions at the church so that all parishioners would have a desire to serve in some way.

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STRATEGIC PRIORITIES

CREATE A ROBUST STUDENT MINISTRY

OVERVIEW

In years past, All Saints has struggled to support a strong, healthy middle and high-school student ministry that our community needs, resulting in low and inconsistent turnout.

With the addition of new staff, volunteers, activities, and resources, we will build a healthy, thriving, and sustainable ministry to foster a deep love of Christ in our students. ASC Student Ministry will aim to present Jesus Christ to our students and walk alongside as they process the Good News, so that they might come to know Him and know they are loved by Him. We will meet this message of love with encouragement to glorify God as witnesses and through service, sharing His light in their schools and families and further in the Church and the World.

... we will build a healthy, thriving, and sustainable ministry to foster a deep love of Christ in our students.

FIVE-YEAR GOALS

1. **Provide each student with a clear and firm identity as a follower and disciple of Jesus**, to ready them for the rest of their lives.
2. **Build a strong, active, and connected community** where students have real and fruitful friendships with each other, born out of a shared love for Jesus (or at the very least, an interest in Him).
3. **Build intergenerational relationships** so that all youth have multiple adult Christian role models and older students may serve younger children as role models and occasional teachers (e.g. leading CLUB).
4. **Attract new students and families** to All Saints, as the Student Ministry becomes a key element of what makes ASC desirable.
5. **Engage every All Saints middle and high school student** in some way (no 'lost sheep').
6. **Build an intangible 'buzz' around student ministry** (the place where students want to be!) – A place for fun and joy, but also an important part of students' lives that is life-giving, supportive, safe, and accepting where they know they are loved and valuable and can be themselves in a world with so much pressure to be someone else.

STRATEGIC PRIORITIES

INCREASE VOLUNTEER INVOLVEMENT

OVERVIEW

Through volunteer involvement, parishioners use their God-given spiritual gifts to strengthen their connection with their fellow parishioners, the Parish and most importantly, God Himself. Engaged, active parishioners help bring the Parish closer to becoming a Kingdom Church and support the ministries/missions outlined in the 5-year strategic plan and beyond.

FIVE-YEAR GOALS

1. **Broaden volunteer participation** by offering opportunities for each person affiliated with All Saints to find one or more ministry/mission areas where he/she can devote time and energy to the glory of God, people in need, his/her own spiritual fulfillment, and deeper connection with parishioners in the Parish.
2. **Leverage, mine, and match the spiritual gifts and talents of parishioners** to support and empower ministry/mission leaders in the Parish's ministries/missions.

Engaged, active parishioners help bring the Parish closer to becoming a Kingdom Church . . .

STRATEGIC PRIORITIES

INCREASE REGULAR GIVING AND INCOME CONTRIBUTION

OVERVIEW

Over the past many years, All Saints Church has struggled to raise enough money to cover its annual operating budget. As a result, the church has had to rely on a line of credit to be able to serve the needs of its growing congregation. Over the past few years, giving at ASC has grown, but we have yet to see the level of giving a congregation of our size and demographic would expect. Drawing direction from the Holy Scriptures:

“Each of you should give what you have decided in your heart to give, not reluctantly or under compulsion, for God loves a cheerful giver.” 2 Corinthians 9:7

“Honor the Lord with your wealth, with the firstfruits of all your crops.” Proverbs 3:9

The Stewardship Committee is committed to continuing to nurture our parish to see giving as a grateful and glad sacrifice and extravagant generosity to God for all that He has done for us. Vestry and financial accounting will continue to rebuild trust with donors by exhibiting exemplary financial management practices. It is also important that the Stewardship Committee regularly communicates to the congregation the impact their generosity is having on our parish and in our community. It is sharing stories of God’s work through our generous giving that will inspire people to give.

FIVE-YEAR GOALS

1. **Increase annual giving each year** by emphasizing giving as a joyful and grateful spiritual practice for every member of All Saints
2. **Grow major gifts** by nurturing relationships with generous givers
3. **Increase planned giving**
4. **Launch impact communication program** to inspire generous giving

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STRATEGIC PRIORITIES

IMPROVE COMMUNICATIONS AND TRANSPARENCY

OVERVIEW

To date, the communications department at All Saints has been driven primarily by the church's current events and liturgical priorities, through mostly traditional communications designed to reach those of widely different ages, levels of engagement, and abilities to consume information. There has been increasing demand to improve the transparency of all church activities, including the impact of investments, as well as a desire to celebrate the news of God's transforming love and Christ's work among us.

In the next five years, the communications department will expand beyond communicating about events and happenings at the church to create a deeper sense of belonging, inspire more involvement among those within our parish, and attract new people from the outside. With a steady stream of stories through a variety of current, effective media channels, the communications department will create a much-needed "face" for All Saints and help to tangibly show its vision, strengths, and opportunities for connection under the broad umbrella of God's love for us.

... the Communications Department will create a much-needed "face" for All Saints and help to tangibly show its vision, strengths, and opportunities

FIVE-YEAR GOALS

INTERNAL AUDIENCES (THOSE WHO ARE ATTENDING ALL SAINTS)

1. **Increase parishioners' awareness** of All Saints mission and vision so they feel included, informed and abreast of not only the parish's day-to-day activities, but also its mission, vision, and long-term plans.
2. **Increase parishioners' feeling of security and confidence** about how the church is being managed so they are inspired to give financially.
3. **Deepen parishioners' sense of ownership, belonging and connection** to their parish community so they are led to become more involved.

EXTERNAL AUDIENCES (THOSE WHO ARE NOT YET MEMBERS WHO LIVE IN THE SURROUNDING COMMUNITY)

4. **Raise the church's profile** and expand awareness, interest, and attendance among the surrounding community.

INTERNAL AND EXTERNAL AUDIENCES

5. **Broaden our reach** by using a full complement of new and traditional communications vehicles, including web and social media platforms.

All Saints Church Vestry

Cary Buckingham, *Senior Warden*

Charles Fiegl, *Junior Warden*

Stefan Awad, *Treasurer*

Tony D'Emidio, *Clerk*

Julia Goodall Dever, *Asst. Jr. Warden*

Catherine Dunlop, *2nd Asst. Clerk*

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Phoebe Miles

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Cindy Wade, *Asst. Clerk*

Rip Wilson, *Asst. Treasurer*

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