



# All Saints' Episcopal Church

## IMPLEMENTATION DETAILS

Plan for Mission 2018/19 - 2020/21

NOTE: Winter = Jan-Mar; Spring = Apr-Jun; Summer = Jul-Sep; Fall = Oct-Dec

<u>GOALS</u>	<u>ACTION ITEMS</u>	<u>RESPONSIBLE PARTIES</u>	<u>TIMELINE</u>
<b>1.0 Communications and Community Engagement</b>			
<b>1.1 Undertake message study.</b>	1.1:1 Establish communications task force.	Vestry	Fall 2018
	1.1:2 Determine whether to hire outside consultant to facilitate undertaking message study.	Associate Rector for Community Engagement and Children and Youth Formation; Communications Task Force	Fall 2018
	1.1:3 Define our message components	Associate Rector for Community Engagement and Children and Youth Formation; Communications Task Force	Beginning Fall 2018
	1.1:4 Present message study to vestry.	Associate Rector for Community Engagement and Children and Youth Formation	Winter 2019
	1.1:5 Present message work to parish.	Rector	Winter 2019

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<b>1.1 Undertake message study (cont.)</b>	1.1:6 Implement message study recommendations per vestry approval.	Associate Rector for Community Engagement and Children and Youth Formation; Communications Task Force	Beginning Spring 2019
<b>1.2 Develop and implement content strategy.</b>	1.2:1 Develop comprehensive content plan across a diversity of demographics.	Associate Rector for Community Engagement and Children and Youth Formation; Communications Task Force	Spring 2019
	1.2:2 Revamp all online content (website and social media) according to content plan.	Associate Rector for Community Engagement and Children and Youth Formation; Communications Task Force	Summer 2019
	1.2:3 Operationalize content plan for all non-online communications.	Associate Rector for Community Engagement and Children and Youth Formation	Fall 2019

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<p><b>1.3 Develop and implement digital community engagement strategy</b></p> <p><b>MEASURABLE OUTCOMES</b></p> <p>1. Increase website views by 15% per year.</p> <p>2. Increase social media reach by 20% per year.</p> <p>3. Increase by 10% per year new engagement in All Saints' ministries through social media reach.</p> <p>4. Increase social media two-way engagement by 10% per year.</p> <p>5. Increase video reach by 25% per year.</p>	<p>1.3:1 Identify communication platforms and channels most suited to a diversity of demographics.</p>	<p>Associate Rector for Community Engagement and Children and Youth Formation; Communications Task Force</p>	<p>Winter 2020</p>

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<b>1.3 Develop and implement digital community engagement strategy (cont.)</b>	1.3:2 Baseline existing digital reach. Objective: Establish analytics <ul style="list-style-type: none"> <li>• Email open rates</li> <li>• Engagement (Facebook Likes, Twitter Retweets, etc.)</li> <li>• Website visits (organic, paid)</li> </ul>	Associate Rector for Community Engagement and Children and Youth Formation; Communications Task Force	Winter 2020
<b>1.4 Develop in-person community engagement strategy.</b>  <b>MEASURABLE OUTCOMES</b> 1. Increase attendance at community-focused church event by 10% per year.  2. Increase number of community in-person contacts made by 20% per year.  3. Increase number of newcomer visits to All Saints' on Sundays by 15% per year.  4. Increase number of newcomer visits to All Saints' on non-Sundays by 10% per year.	1.4:1 Identify best fit relational networks to reach a diversity of demographics in Midtown and in Metro-Atlanta.  1.4:2 Plan and execute 1 church event per year to reach external community.	Associate Rector for Community Engagement and Children and Youth Formation  Associate Rector for Community Engagement and Children and Youth Formation; Director of Parish Life	Winter 2019  Beginning Spring 2019

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<b>2.0 Formation</b>			
<b>2.1 ADULT: Enhance adult Sunday morning formation offerings</b>	2.1:1 Offer 1 clergy-led Sunday morning formation class per quarter on religious topics (such as Bible, spirituality, the liturgy, or history of the church).	Associate Rector for Adult Formation and Service Ministries; Adult Formation Committee	Beginning Fall 2019; evaluate at end of each program year
	2.1:2 Offer 2 multi-session classes on topics of interest to the parish twice per program year, preferably not in competition with "regular" or clergy-led plenary classes, increasing by 2 classes per program year.	Associate Rector for Adult Formation and Service Ministries; Adult Formation Committee	Beginning Fall 2019; evaluate at end of each program year
	2.1:3 Support parishioners to better connect and grow with one another by offering one or more Sunday morning formation classes that meet at least 12 times over the course of each program year, possibly organized by stage of life, focused on group discussion.	Associate Rector for Adult Formation and Service Ministries; Adult Formation Committee	Beginning Fall 2020; evaluate at end of each program year
	2.1:4 Offer at least 1 instructional class per year on the worship life of the Episcopal Church.	Associate Rector for Worship and Pastoral Care; Worship Committee	Beginning Spring 2020

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<b>2.2 ADULT: Improve communication regarding adult formation offerings.</b>	2.2:1 Establish a schedule of Sunday morning formation classes for the entire program year and communicate it effectively to the parish and broader community.	Associate Rector for Adult Formation and Service Ministries; Adult Formation Committee	Beginning Summer 2019
	2.2:2 Include both the current and the next 3 months' upcoming classes in the Sunday bulletins and online publications.	Associate Rector for Adult Formation and Service Ministries	Beginning Fall 2018
	2.2:3 Continue to highlight current and one upcoming class in the bulletin and/or during the announcements in the Sunday morning services.	Rector	Fall 2018
	2.2:4 Implement parishioner feedback mechanism at the end of each formation offering or series.	Associate Rector for Adult Formation and Service Ministries	Winter 2019
<b>2.3 ADULT: Increase number and diversity of small group ministries.</b>	2.3:1 Conduct assessment of current small-group offerings, identify underserved demographics, and create a plan for launch of new church campus-based and neighborhood-based small groups ministries.	Associate Rector for Adult Formation and Service Ministries; Adult Formation Committee	Beginning Fall 2018

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<p><b>MEASURABLE OUTCOMES</b>  <i>1. Increase the number of neighborhood-based small groups by 5 per year.</i></p>	<p>2.3:2 Launch of neighborhood-based small groups ministries per vestry approval.</p>	<p>Associate Rector for Adult Formation and Service Ministries</p>	<p>Spring 2019</p>
<p><b>2.4 CHILDREN &amp; YOUTH:            Perform comprehensive review of Children and Youth Formation.</b></p>	<p>2.4:1 Establish task force to carry out comprehensive study of all Children and Youth Formation at All Saints' for the enhancement of those ministries.</p>	<p>Vestry</p>	<p>Fall 2018</p>
	<p>2.4:2 Implement task force recommendations in Children and Youth Formation programs per vestry approval</p>	<p>Associate Rector for Community Engagement and Children and Youth Formation</p>	<p>Fall 2019</p>
<p><b>2.5 CHILDREN &amp; YOUTH:            Increase participation in formation opportunities for children and youth.</b></p>	<p>2.5:1 Create a Children and Youth Formation Committee.</p>	<p>Vestry</p>	<p>Fall 2019</p>

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<p><b>2.5 CHILDREN &amp; YOUTH:</b>  <b>Increase participation in formation opportunities for children and youth (cont.)</b></p> <p><b>MEASURABLE OUTCOMES</b></p> <p>1. <i>Increase by 20% per year the number of parents and other adults actively involved in children’s formation.</i></p> <p>2. <i>Grow participation of current parishioner middle and high schoolers by 10% per year.</i></p> <p>3. <i>Add 5 new middle school students per year who were not previously affiliated with All Saints’.</i></p>	<p>2.5:2 Provide at least 1 formation opportunity focused on service ministries per year.</p>	<p>Associate Rector for Community Engagement and Children and Youth Formation; Associate Rector for Adult Formation and Service Ministries; Children and Youth Formation Committee</p>	<p>Beginning Fall 2020</p>
	<p>2.5:3 Pioneer at least 1 opportunity for youth of the diocese and metro-Atlanta to participate in adding 1 additional opportunity per year.</p>	<p>Associate Rector for Community Engagement and Children and Youth Formation; Children and Youth Formation Committee</p>	<p>Beginning Fall 2020</p>
	<p>2.5:4 Expand in-reach to local middle schoolers.</p>	<p>Associate Rector for Community Engagement and Children and Youth Formation; Children and Youth Formation Committee</p>	<p>Beginning Fall 2019</p>
	<p>2.5:5 Create 1 new opportunity per year for parents and children to spend time together beyond Sundays.</p>	<p>Associate Rector for Community Engagement and Children and Youth Formation; Children and Youth Formation Committee</p>	<p>Beginning Fall 2020</p>



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<b>3.0 Parish Life</b>			
<b>3.1 Identify and implement a strategy for sustained parish contact with and support of newcomers.</b>	3.1:1 Create a parish life task force.	Vestry	Fall 2018
<b>MEASURABLE OUTCOMES</b> 1. <i>Grow welcome team membership by 10% per year.</i> 2. <i>Increase newcomer incorporation into at least one parish life program by 15% per year.</i>	3.1:2 Research welcome and incorporation practices of other parishes and compile suggestions from All Saints' parishioners.	Director of Parish Life; Parish Life Task Force	Fall 2018
	3.1:3 Present task force findings to vestry and implement recommendations per vestry approval.	Director of Parish Life; Parish Life Task Force	Spring 2019
	3.1:4 Continue Invite/Welcome/Connect Initiative.	Director of Parish Life; Parish Life Task Force	Beginning Fall 2018
	3.1:5 Expand support for existing efforts I/ W/C approaches for tracking and shepherding newcomers.	Director of Parish Life; Parish Life Task Force	Winter 2019

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<p><b>3.2 Audit current parish life offerings to ensure interests for the breadth of our population are appropriately represented.</b></p> <p><b>MEASURABLE OUTCOMES</b></p> <p>1. Increase overall attendance of parish life programs by 15% per year.</p> <p>2. Increase young adult attendance of parish life programs by 10% per year.</p>	<p>3.2:1 Conduct audit of parish life offerings ensuring coordination with “connect” piece of I/W/C to develop success criteria; evaluate parish demographics and evaluate current offerings for relevance, diversity, consistency with All Saints’ mission; and research parish life offerings in other Episcopal and other churches.</p>	<p>Director of Parish Life; Parish Life Task Force</p>	<p>Spring 2019</p>
	<p>3.2:2 Implement recommendations of task force for changes to parish life programming per vestry approval.</p>	<p>Director of Parish Life; Parish Life Task Force</p>	<p>Fall 2019</p>
<p><b>3.3 Review and build lay participation in pastoral care.</b></p>	<p>3.3:1 Establish pastoral care task force.</p>	<p>Vestry</p>	<p>Winter 2019</p>
	<p>3.3:2 Conduct research into pastoral care ministry for ordained and lay ministers.</p>	<p>Associate Rector for Worship and Pastoral Care; Pastoral Care Task Force.</p>	<p>Winter 2019</p>

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<p><b>3.3 Review and build lay participation in pastoral care. (cont.)</b></p> <p><b>MEASURABLE OUTCOMES</b> 1. Increase number of trained lay pastoral care providers by 10.</p>	<p>3.3:3 Present task force findings to vestry and implement task force recommendations per vestry approval.</p>	<p>Associate Rector for Worship and Pastoral Care</p>	<p>Beginning Summer 2019</p>
<p><b>3.4 Midtown to metro-Atlanta spirituality and wellness audit and strategy.</b></p> <p><b>MEASURABLE OUTCOMES</b> 1. Increase attendance of new spirituality and wellness seeker-oriented parish life program by 15% per year.</p>	<p>3.4:1 Study Midtown to metro-Atlanta's spirituality and wellness desires, needs, and outlets and how All Saints' parish life programming might innovate to meet identified needs.</p>	<p>Associate Rector for Young Adults and Innovation; Director of Parish Life</p>	<p>Winter 2020</p>
	<p>3.4:2 Innovate 1 new spirituality and wellness seeker-oriented parish life program per year.</p>	<p>Director of Parish Life</p>	<p>Beginning Fall 2020</p>

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<b>4.0 Service</b>			
<b>4.1 Strengthen collaboration and governance between core service ministries, and with each to the parish.</b>	4.1:1 Establish service ministries committee.	Vestry	Beginning Winter 2019
	4.1:2 Coordinate ministries and communication plan for core service ministries at quarterly service ministries committee meetings.	Associate Rector for Adult Formation and Service Ministries; Service Ministries Committee	Beginning Winter 2019
	4.1:3 Study future relationships with each core service ministry and development of service ministries beyond current core ministries.	Associate Rector for Adult Formation and Service Ministries; Service Ministries Committee	Fall 2020
	4.1:4 Implement committee recommendations per vestry approval.	Associate Rector for Adult Formation and Service Ministries; Service Ministries Committee	Spring 2021

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<p><b>4.2 Increase parishioner and local community engagement in core service ministries.</b></p> <p><b>MEASURABLE OUTCOMES</b></p> <p>1. Increase number of volunteers new to core service ministries by 10% per year on and off All Saints' campus.</p> <p>2. Increase number local school, business, and other community organizations contributing to core service ministries by 10% per year.</p>	<p>4.2:1 More fully incorporate each core service ministry into our worship life on an annual basis.</p>	<p>Associate Rector for Worship and Pastoral Care</p>	<p>Beginning Winter 2019</p>
	<p>4.2:2 Provide at least 1 educational opportunity per core service ministry per year to parish, local community members and organizations.</p>	<p>Associate Rector for Adult Formation and Service Ministries; Service Ministries Committee</p>	<p>Beginning Fall 2020</p>
	<p>4.2:3 Establish an annual "Children's Day" and invite children from core ministries.</p>	<p>Associate Rector for Adult Formation and Service Ministries; Service Ministries Committee</p>	<p>Beginning Spring 2021</p>
	<p>4.2:4 Provide 1 volunteer community service hours opportunity for youth within and beyond the parish community per year.</p>	<p>Associate Rector for Adult Formation and Service Ministries; Service Ministries Committee</p>	<p>Beginning Winter 2021</p>

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<b>4.3 Increase engagement in single-time service ministries.</b>  <b>MEASURABLE OUTCOMES</b> 1. Increase participation in single-time service opportunities by 15% per year.	4.3:1 Provide at least 2 new single-time service opportunities per year, adding 2 per year each year.	Associate Rector for Adult Formation and Service Ministries; Service Ministries Committee	Beginning Winter 2020
	4.4:1 Study viable options to meet transportation needs of core service ministries.	Associate Rector for Adult Formation and Service Ministries; Service Ministries Committee	Spring 2019
<b>4.4 Expand infrastructure and facilities.</b>	4.4:2 Encourage opportunities to provide space throughout the week to community.	Associate Rector for Community Engagement and Children & Youth Formation	Beginning Summer 2020
	4.5:1 Establish a global missions task force.	Vestry	Spring 2020
<b>4.5 Evaluate and engage global mission.</b>	4.5:2 Study and make recommendations for global mission with existing and potential future global partners.	Associate Rector for Adult Formation and Service Ministries; Global Missions Task Force	Beginning Spring 2020
	4.5:3 Implement recommendations of the task force per vestry approval.	Associate Rector for Adult Formation and Service Ministries	Summer 2020

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<b>5.0 Stewardship</b>			
<b>5.1 Grow a culture and practices of generosity.</b>	5.1:1 Form a Stewardship and Development Committee.	Vestry	Fall 2019
	5.1:2 Develop plan to refine strategies that have been effective in the past to increase giving.	Director of Stewardship and Development; Stewardship Committee	Fall 2019
	5.1:3 Develop and deploy a model for recognizing donors to the annual canvass.	Director of Stewardship and Development; Stewardship Committee	Beginning Spring 2020
	5.1:4 Develop and offer an adult education curriculum that emphasizes the spiritual side of giving.	Director of Stewardship and Development; Stewardship Committee Associate Rector for Adult Formation and Service Ministries	Summer 2020
	5.1:5 Research and implement a curriculum to teach stewardship in grades K-12.	Director of Stewardship and Development; Associate Rector for Community Engagement and Children and Youth Formation	Fall 2020

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<p><b>5.2 Identify and access new sources of income.</b></p> <p><b>MEASURABLE OUTCOMES</b>                      1. <i>Grow revenues from new sources of income by 10% per year.</i></p>	<p>5.2:1 Explore and implement ways to market rental, parking and special events for usage of our physical plant.</p>	<p>Director of Finance and Operations; Real Estate Committee</p>	<p>Fall 2020</p>
	<p>5.2:2 Provide 1 educational opportunity per year on the endowment, its plans and policies and the potential uses of endowment funds.</p>	<p>Director of Stewardship and Development; Endowment Committee</p>	<p>Spring 2019</p>
<p><b>5.3 Develop and implement plan for maintaining long-term financial security.</b></p> <p><b>MEASURABLE OUTCOMES</b>                      1. <i>Increase pledge income by 3% per year.</i>                      2. <i>Grow Cornerstone Society membership by 5% per year.</i></p>	<p>5.3:1 Form a planned giving committee.</p>	<p>Vestry</p>	<p>Fall 2018</p>
	<p>5.3:2 Offer at least 1 education opportunity per year for the parish on planned giving.</p>	<p>Treasurer; Planned Giving Committee</p>	<p>Beginning Fall 2019</p>
	<p>5.3:3 Explore and adopt information technology system advancements and other resources to enhance management and oversight of the parish finances and infrastructure.</p>	<p>Director of Finance and Operations; Finance Committee; IT task force</p>	<p>Summer 2019</p>



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<b>5.4 Equip our buildings and grounds and technology for the missional needs for the future.</b>	5.4:1 Establish a Block Development Steering Committee.	Vestry	Fall 2018
	5.4:2 Form IT task force.	Vestry	Fall 2018
	5.4:3 Assess IT needs across all parish operations and present plan to vestry for proposed implementation.	Director of Finance and Operations; IT task force	Fall 2018
	5.4:4 Engage a professional to complete a property assessment and 10-year maintenance plan, prioritizing most critical needs.	Director of Finance and Operations; Buildings and Grounds Committee	Winter 2019
	5.4:5 Explore and install automated tools for managing facilities needs.	Director of Finance and Operations; Buildings and Grounds Committee	Winter 2019
	5.4:6 Research and procure technology for user-friendly electronic pledging and targeted messaging.	Director of Stewardship and Development; Stewardship Committee; IT task force	Summer 2019

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<b>5.4 Equip our buildings and grounds and technology for the missional needs for the future. (cont.)</b>	5.4:7 Establish a task force to review campus functionality, accessibility, traffic, security and pedestrian flow to ensure a welcoming and safe environment.	Vestry	Fall 2019
	5.4:8 Implement task force recommendations per vestry approval.	Director of Finance and Operations; Buildings and Grounds Committee	Beginning Winter 2020
<b>5.5 Enhance stewardship of our human resources.</b>  <b>MEASURABLE OUTCOMES</b> 1. Incorporate 10 previously not engaged parishioners in governance positions per year.  2. Increase vestry, committee, and task force engagement among parishioners under 50 by 10% per year.	5.5:1 Audit parishioners for professional expertise and network.	Director of Stewardship and Development	Winter 2020

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<b>6.0 Worship and Music</b>			
<b>6.1 Build connections and relationships with our Midtown neighbors through music and worship.</b>  <b>MEASURABLE OUTCOMES</b> 1. Increase attendance at lunchtime concerts by 10% per event.	6.1:1 Design and deploy a plan for weekday lunchtime concerts and performances for 6 concerts per year in first year of plan.	Music Director	Beginning Winter 2020
	6.1:2 Assess success of weekday lunchtime concert series and determine goals for future offerings.	Music Director	Beginning Winter 2021
	6.1:3 Implement daily noonday prayer each workday.	Associate Rector for Worship and Pastoral Care	Beginning Winter 2019
	6.1:4 Innovate 1 new beyond the block worship experience per year, adding 1 additional service per year.	Associate Rector for Worship and Pastoral Care; Music Director	Beginning Spring 2019

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<b>6.2 Increase accessibility in our worship life.</b>	6.2:1 Establish a Worship Committee to support the development of All Saints' liturgical and music life.	Vestry	Fall 2018
	6.2:2 Study, design and launch a service bulletin fully inclusive of all words and music.	Associate Rector for Worship and Pastoral Care; Worship Committee	Summer 2019
<b>6.3 Innovate new expressions of worship on Sunday evenings that reach previously unreached populations.</b>	6.3:1 Establish a Sunday evening service task force.	Vestry	Fall 2019
	6.3:2 Study best practices from across the Episcopal Church and beyond for innovation in Sunday evening worship that reaches previously unreached populations.	Rector; Sunday Evening Service Task Force	Beginning Fall 2019
	6.3:3 Implement recommendations of task force per vestry approval.	Rector	Fall 2020
	6.3:4 Host 1 worship conference per year on liturgy and music for the diocese and ecumenical partners.	Associate Rector for Worship and Pastoral Care; Music Director; Worship Committee	Beginning Fall 2020

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<p><b>6.4 Increase parish engagement in worship life.</b></p>	<p>6.4:1 Devise and implement a communication plan that provides a clear path to involvement for all in worship ministries.</p>	<p>Associate Rector for Worship and Pastoral Care; Worship Committee</p>	<p>Beginning Winter 2020</p>
<p><b>MEASURABLE OUTCOMES</b>                      1. <i>Increase involvement of children and youth in main worship services by 10% per year.</i></p>	<p>6.4:2 Expand opportunities for group singing for parishioners.</p>	<p>Music Director</p>	<p>Beginning Spring 2020</p>