

# **Strategic Plan**

All Saints Episcopal Church  
Tybee Island, Georgia  
2021

# All Saints Episcopal Church Strategic Plan

## 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 rational 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	7.31.22	D. Baber	Delete ID mentors Action 1 item3 pg.8
1.3	7.31.22	D. Baber	Delete nametags Action 1 item 7 pg. 8
1.3	7.31.22	D. Baber	Change date Membership Connection pg. 8 to Winter 2023
1.3	7.31.22	D. Baber	Change date to January 2023
1.3	7.31.22	D. Baber	Christian Formation item 3 take out Friday Compline and add explore evening weekly compline pg. 11
1.3	7.31.22	D. Baber	CF. item 5 delete Liturgy instruction
1.3	7.31.22	D. Baber	CF Action 2 items 5 and 6 delete lay ministers and VBS pg. 11

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# All Saints Episcopal Church Strategic Plan

## Introduction:

In the spring of 2019, Reverend June Johnson put in place a strategic planning committee comprised of Joan Williams, David Pavlik and Joost Gompels. Joan and David and Joost surveyed the congregation and we received about 25% return. They believe that this was a good representation of our congregation. The pages that follow represent several months of listening, thinking, meeting, dreaming, and planning. In its ambitions, we believe this document reflects the needs and hopes of our community over the next three to five years. We hope that this document will be a shared vision for all members of our church family

During the past year of listening to church members, we heard the desire to strengthen and deepen our Outreach, Communication and Christian Formation. We heard the desire to strengthen the ways we care for our elderly, welcome newcomers, invite members into ministry, and celebrate our talents. We heard the desire to strengthen our Christian Formation through Community programs and Bible study.

Once hearing the desires of the congregation we added to the committee and began meeting to discuss goals and initiatives to improve upon the ways we are doing some of these things and develop and implement areas of needed improvement.

Additionally, the committee reflected on the significant history of All Saints. A strategic plan serves as a bridge from the foundations of the past to the growth and adaptive ministry of the future, as we fulfill the purpose of God in the present. A brief history of All Saints is in Appendix A.

Several people have been working to develop a plan that is worthy and attainable. These individuals have given their time, energy and insight to create this plan. Their hard work is a gift to our church and we are indebted to them for their ministry. In addition to Joan (who passed away this past year), David and Joost, Chuck Powell, Rita Jane Eichelzer, Martha Makel, Nancy Shull, and Deb Baber have worked on this plan. This work could not have been completed without the expertise of Marti and Ken Williams who helped guide us through the process.

The Vestry is committed to this Strategic Plan. It was formally adopted during the Vestry's August 19, 2021 meeting. We hope you will read the plan in its entirety, remembering that it is a living document intended as a guide for our congregation as we move into God's good future.

The financial impact of this Strategic Plan on our operating budget could be substantial. Identified repairs, improvements, programs, and ministries will require additional operating expenses.

## Design

A Strategic Plan describes the overall direction of an organization in practicing its core values, fulfilling its mission, and achieving its vision. This strategic plan incorporates core values (the enduring, pervasive standards that guide behavior,

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action, and decisions), the mission (the reason and purpose for existence), functional areas (the primary mission areas of effort), and action plans and goals to achieve the vision (the ambitious desirable future and target at which we are aiming). See Figure 1.

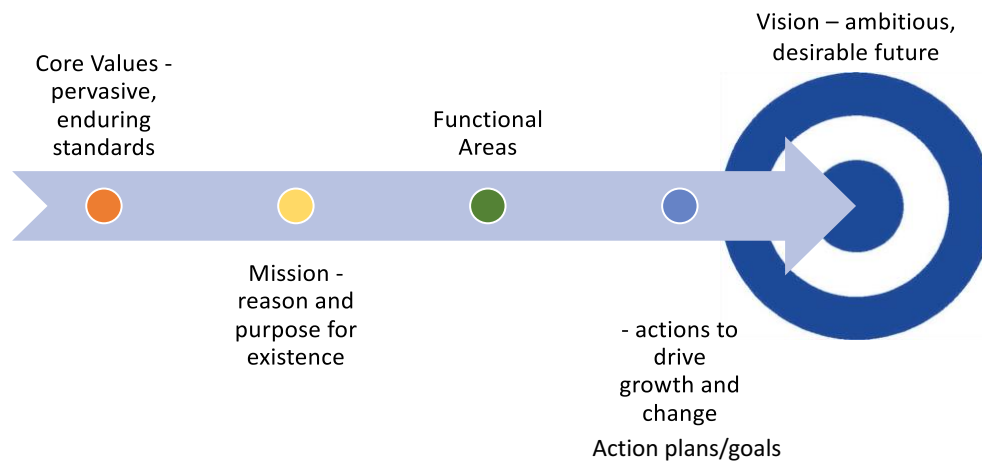


Figure 1. Design of the Strategic Plan

## All Saints Mission, Vision, and Core Values

### **Mission:**

Demonstrate Love for God and Love for each other by creating an inclusive congregation that welcomes and encourages all on their journey of faith.

### **Vision:**

A welcoming, spiritual haven that encourages all on their journey of faith, residents and visitors alike.

### **Core Values:**

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- **Love and compassion** – We practice love, kindness and compassion to each other and in all we do. The greatest Commandments are to love God and to love our Neighbors.
- **Inclusive engagement** – We welcome and encourage All regardless of race, creed, gender, sexual orientation or country of origin as Christ did.
- **Advocacy** – We act on behalf of the oppressed and the poor, working to bring about positive resolution to social injustice.
- **Transparency and communication**– We include and inform our members of actions taken on behalf of the parish and ensure that all actions are consistent with the adopted strategy, vision, mission, core values, goals and objectives.
- **Empowerment** – We encourage active participation in church projects and decisions that support and deepen our relationship with Christ and the community.
- **Worship and Discipleship** – We develop mature followers of Jesus Christ who practice Christian principles, especially love, in their daily lives and are dedicated to accepting, following and sharing the Word of Jesus Christ through worshiping together.

**Tag Line: Whoever you are, wherever you find yourself on your journey of faith, there is a place for you here.**

All Saints is the Island Church home for many visitors, residents and newcomers. Meeting individuals where they are and inviting them in is a hallmark for All Saints hospitality and fellowship.

### Functional Areas

**All Saints fulfills its mission through six functional areas:**

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

These functional areas include developing our relationship with God, the Father, Jesus Christ, His Son, and the Holy Spirit and our relationship with others. It also provides a balance of inward ministry to members and outward ministry to the community. Each functional area will have a committee/working group that will oversee the development and implementation of specific action plans. Also, certain actions may require establishing subcommittees due to requirements for extensive resources and members' participation. The membership of each

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committee/working group will include a member of the vestry, who may serve as the chair, and congregation members selected by the vestry representative based on volunteer interest, skill, and experience.

All Saints’ Strategic Plan is portrayed in the diagram of Figure 2.

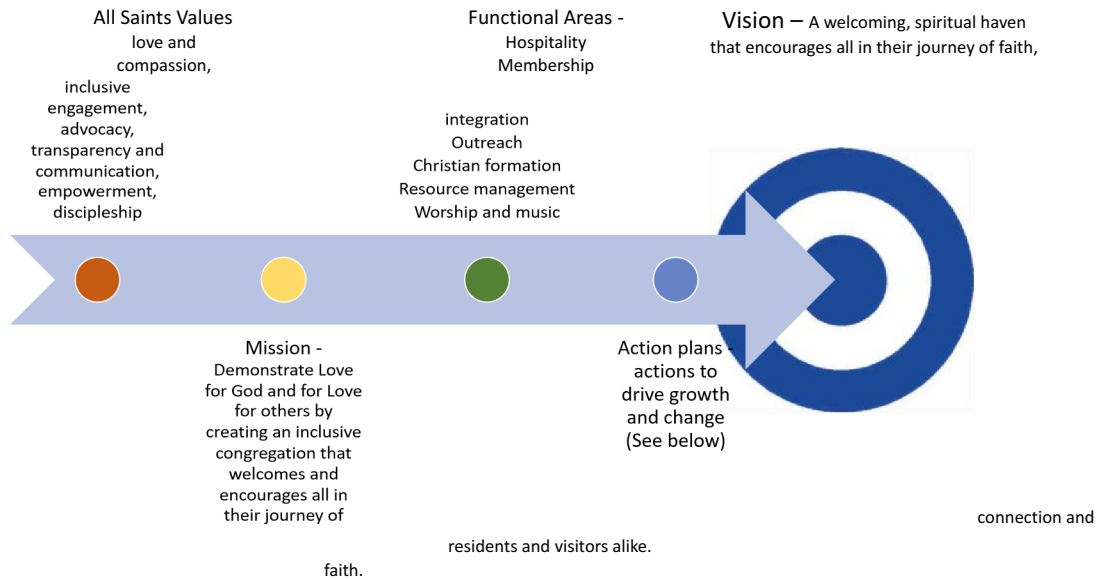


Figure 2. Diagram of All Saints Strategic Plan

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.)

## 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 people belong.

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

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Establish a Hospitality Committee/working group to develop and implement a comprehensive program of hospitality.
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.
Develop and implement an orientation bookmark 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.
Continue Fellowship refreshments and encourage visitors to attend.
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.”

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

### 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.

<b>Action 1: By <u>Winter 2023</u>, All Saints will update and implement a Membership Connection process</b>
Establish a committee/working group to plan and oversee outreach initiatives.
<p>Membership Directory</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>
<ul style="list-style-type: none"> <li>• To be inclusive add instructions for using the website; Review and update website regularly.</li> <li>• On all activity notifications provide a contact name and telephone number.</li> </ul>



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### Support Group

- Develop and implement a support group for individuals and families in need, which includes 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; phone trees to disseminate important information quickly.

### **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.

### **Are we taking this out**

#### 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.

### **Action 2: Evaluate local and international partners and identify outreach opportunities by December 2021**

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

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

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

### Take this out?

**Action 4: By January 2023 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.

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

Explore ways to attract part time residents to make All Saints their church home away from home.

Explore ways to attract families with children.

**Action 5: By January 2022 establish 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 injustice.

### Take this out?

**Action 6: Establish strategic communications program.**

Develop a regular (weekly, monthly) email newsletter. Include items of note appearing in website, Facebook and other social media.

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.

## Christian Formation

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

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### Action 1: Continue Christian Formation

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

By Spring 2022, 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 explore Weekly Evening Compline during the year

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

### 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.

By Fall 2023, 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.

By Spring, 2023, offer an 'At Home Tool Kit' to encourage families to worship outside of Sunday services. This could include using the computer or phones for the daily Office, or morning, noon and evening prayer.

Investigate the need for a midweek evening service; how we might organize and staff such a service, implement if need is determined.

### 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 20 percent or commensurate with expense growth

Establish Fund Raising Events (Shrove Tuesday).

Promote online donations through church's website.

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

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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 2021.

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

### **Action 3: Implement health and safety program.**

Develop 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 4: 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 5: 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.

### **Action 6: Implement Church History Archive**

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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.
Initiate process for inclusion into the American Folklife Center at the US Library of Congress.

### 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.

<b>Action 1: Conduct additional worship services beyond our current services</b>
Continue Summer Compline and Monthly Friday Compline.
Implement “Traditional” Anglican services in addition to our current schedule of worship (e.g. Taize’).
Invite any and every musical talent to participate in one or any of our services.

<b>Action 2: Worship space</b>
Establish a working group to study and recommend improvements to enhance the worship experience, while respecting the historic elements of the facility.

<b>Action 3: Take our worship and music out into the community</b>
Identify opportunities for community music ministry, e.g., Christmas Caroling, Christmas parade.
Continue very successful Shrove Tuesday, Blessing of the animals and Community wide Picnic, others?
Develop and implement a way to take worship or transmit worship to Nursing Home by Spring 2022

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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.

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

### **Appendix A:**

#### **Brief History of All Saints Episcopal Church**



# A Brief History of All Saints Episcopal Church Tybee Island, Georgia

Published on the occasion of the 60<sup>th</sup> Anniversary of All Saints Episcopal Church

By Charles E. Powell  
November 1, 2018

## The Genesis of All Saints Episcopal Church

### □□ Early Years

Throughout most of its history, Tybee Island was a summer resort for the people of Savannah and the surrounding area. Many families owned summer cottages on Tybee, and other visitors rented hotel and motel rooms. Winter months found Tybee mostly deserted until after World War II, when year-round residency began to grow.

Episcopalians living on and visiting the island began to organize religious services in the late 1940's, meeting first in the old Methodist church (which was destroyed by a hurricane in 1948) then at Tybee City Hall for Sunday evening mass. Several clergy and lay readers from Savannah parishes provided leadership and support. Early records of the Tybee City Council minutes reflect the continued use of City Hall for Episcopal services through the 1950's. Council minutes also record many letters of gratitude from our Bishop Bland Tucker to the City Council.

### □□ Formation of the Church

After years of Episcopal services in City Hall, many attendees, especially year-round residents, began to seek a more permanent home for the island's growing number of Episcopalians. In September of 1957, Bishop Albert Stuart and Tybee resident Margaret Register called together an assembly of twenty of the faithful, creating an opportunity for formal steps to be taken to organize All Saints Mission. Word went out to the diocese that All Saints Episcopal Mission was being formed; funds were being raised and land was being sought for a church building.

Mrs. Craig Barrow came forward with a generous donation of a large building lot located mid-island on Jones Avenue. With great joy and gratitude, the small congregation began plans for a ground-breaking in the summer of 1958.

## The Building of God's House on Tybee Island

### □□ Groundbreaking of the Main Church Building

On a hot and humid July 20<sup>th</sup>, 1958, the formal groundbreaking was conducted for construction of the All Saints Episcopal Church building. The service was conducted by the first two Vicars of All Saints, Rev. Albert Hatch and Rev. William Bassill.

The building of the church moved forward rapidly. By Christmas, 1958, with a roof overhead, the first worship service was held in the unfinished, unheated building, conducted by Rev. Bassill with fifty-five faithful members and supporters in attendance.

The dreams, wishes and prayers of a small but persistent parish came to fruition on July 5<sup>th</sup>, 1959, when Bishop Albert Stuart and Vicar William Bassill formally dedicated and blessed All Saints Episcopal Church.

### □□ Early Additions

Shortly after donation of the original building lot by Mrs. Craig Barrow, Mrs. Seedlock, daughter of Tybee Island's resident physician, Dr. Walter Morton, donated the adjacent lot which had a small cottage on it. These two lots comprise the current church's land holdings. The cottage has served many purposes over the years and is currently incorporated into the Vicar Samuel S. Wysong Mission Hall.

### □□ The Windows of Heaven

After the longest serving Vicar, Rev. Robert Manning, retired in 1979, All Saints was blessed with the service of Rev. Paul Hoornstra, who provided the insight and leadership to help us create our church's most beautiful asset: the twelve stained-glass windows and the Rose Window behind the altar. Over a five-year period, 1984 to 1989, Rev. Hoornstra inspired the church to fund and complete this project, dedicating the windows on March 18, 1990. Today, we behold in this work of beauty, color and light, our Windows of Heaven.

### □□ The Mission Hall

Under the leadership of Vicar Rev. Sam Wysong, All Saints embarked on its most ambitious building project since the building of the church. In 1996, after a concerted effort by all, funds were raised to build the Mission Hall.



On January 26, 1997, groundbreaking for the new hall took place. After well over a year of construction, All Saints dedicated its new hall on December 18, 1998, and over his objections, named it Wysong Mission Hall in honor of Vicar Sam Wysong.

#### □□ The Memorial Garden

In 2000, the church again began new building projects, both of which were completed and dedicated in that year: the memorial garden on the south side of the church and the conversion of the vicar's office into a choir loft.

The choir loft included three new stained-glass windows, bringing the church total to fifteen, plus a large stained-glass window in the door.

#### □□ History of Vicar Service

Sixteen Vicars or Priests-in-Charge have served All Saints Episcopal Church over its sixtyyear history. Fourteen have been men and two were women. One began his service as a deacon and then became an ordained priest. One was a Lutheran priest. The longest serving Vicar was Rev. Robert Manning, serving thirteen years.

The gaps in dates of service were filled by assigned priests-in-charge and priests- in-rotation provided by the diocese to cover the interim between called Vicars.

<u>Vicar (or Priest-in-Charge)</u>	<u>Dates of Service</u>		
Rev. Albert H. Hatch	March 1, 1958	to	December 1, 1958
Rev. William F. Bassill	December 1, 1958	to	December 31, 1961
Rev. James H. MacConnell	January 1, 1962	to	June 30, 1963
Rev. Harry W. Shipps	October 1, 1963	to	June 30, 1964
Rev. I. Seaman Williams	July 1, 1964	to	June 1, 1966
Rev. Robert H. Manning	June 1, 1966	to	June 1, 1979
Rev. Paul Z. Hoornstra	July 1, 1979	to	April 3, 1990
Deacon/Rev. David O. Thomas, Jr.	May 1, 1990	to	July 30, 1993
Rev. Sam Wysong	September 1, 1993	to	August 1, 2000
Rev. Otto Immel	September 10, 2000	to	July 16, 2006
Rev. E. Jack Dyer	August 1, 2006	to	March 1, 2007
Rev. Otto Immel	March 18, 2007	to	October 11, 2009
Rev. Jack Nietert	October 3, 2009	to	June 20, 2010
Rev. Helen White	August 1, 2010	to	June 22, 2014
Rev. John Anderson	December 15, 2014	to	February 5, 2017
Rev. June Johnson	February 12, 2017	to	present

## Anecdotal Notes

This brief history moves forward rapidly, creating a chronology for the telling of our church's story, thus omitting many names and details of an anecdotal nature. Yet, many of these anecdotes add a human face and depth of interest we felt should be included in our sixtieth anniversary celebration of our rich history:

- Shortly after the early faithful began meeting in the old Methodist church building in the late 1940's, a hurricane blew it down, prompting then Bishop Barnwell to observe, "I guess the Lord does not want Episcopalians on the island of Tybee!" Thank God, he was wrong!
- When services were held in City Hall during the early 1950's, all the necessary equipment, vestments, hymnals, organ, etc. were donated by various members, Savannah churches and anonymous donors.
- At the early services in City Hall, the organ was played by current member Comer Immel's mother, Mrs. Lilla Varnedoe, and sometimes by Comer.
- The first three baptisms in the new church were conducted by Vicar William Bassill on May 7, 1959. Current member Jimmy Carter and his two brothers were our first members to be baptized in our church.
- One of our earliest Vicars, Rev. Harry Shipps, went on to become our Diocesan Bishop. □□ Our current Christmas creche was given to us by one of our first Vicars, Rev. William Bassill, "...to the Glory of God and in Thanksgiving...".
- Our All Saints banner was designed by Mallory Pearce at the urging of Rev. Sam Wysong. It was stitched by the able hands of Joan Williams.
- The stained-glass window in the door of the choir loft contains a memorial rendering of Vicar Samuel S. Wysong (holding a bell) and choir member Chip Crawford (holding a guitar).

Written by Charles E. Powell, based on research by Vicki Worden and George Anne Inglis and Charles Powell. Editing and helpful suggestions by Vicar June Johnson, Vicki Worden, George Anne Inglis, Jane Bridges and George Monro.

Whoever you are, wherever you find yourself on your journey of faith, there is a place here for you.

