

All Souls Strategic Plan 2022–2025



Mission

All Souls Anglican Church is a Christian community grounded in God's love made manifest in scripture, sacrament, and the riches of the Anglican tradition. We follow the way of Jesus as we worship and pray, celebrate and mourn, inquire and learn, nurture our children, and care for each other. We carry the good news of Christ's resurrection as we extend ourselves to love our neighbors. We don't always get everything right, and we don't all agree about everything, but we walk together in love on the journey of faith, as Christ has loved us. We invite you to join us, wherever you are on your own journey.

Values

- Care for Each Other: Receiving and Giving Grace
- Anglican Worship: Love of Beauty and Liturgy
- Open Communication
- Conflict Transformation
- Gathering as a Community: Celebration and Mourning
- Service
- Inquiry and Learning
- Nurturing our Children
- Loving our Neighbor



Strategic Objectives

All Souls is committed to following the way of Jesus across all aspects of our life together and our service in the community. Building on our shared mission and values, All Souls has identified five strategic objectives for the next three years with input from parishioners, ministry leaders, clergy, and vestry members. These priorities are not intended to be an exhaustive list of all the vital and life-giving work we will do on a weekly basis to support and care for one another. Rather, the purpose of these objectives is to provide clarity and help focus our efforts over the next three years as we welcome a new rector and follow God's calling together.

Our five priority objectives include:

I. Organizational Structure and Accountability

Develop organizational structures that prioritize accountability, collaboration, and communication, and help strengthen our connection to the diocese and wider church.

II. Restoration and Belonging

Refresh and restore the rhythms, interpersonal connections, and gatherings that bind us together and give us a sense of belonging.

III. Community Formation

Renew regular rhythms of personal and corporate spiritual formation and catechesis for adults, youth, and children so that every soul can continually be drawn closer to God and reflect his glory for the sake of others.

IV. Accessibility and Inclusion

Create a church environment that fosters accessibility and inclusion for all ages, abilities, and backgrounds.

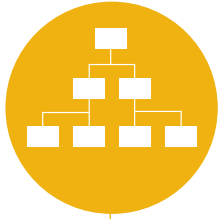
V. Missions and Service to Wider Community

Equip and support parishioners of All Souls to act as shalom sanctuaries in the wider Wheaton community and around the world.

Each of these objectives is outlined below with corresponding “key results” intended to help us take meaningful action and mark our progress. These key results are drawn largely from the three-year vision documents submitted by each ministry leader as part of the strategic planning process. Ministry leaders are listed next to each key result for clarity and accountability purposes. We understand, however, that the important work outlined below will take a collaborative effort from the All Souls community.

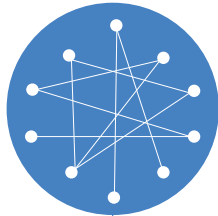


Strategic Overview



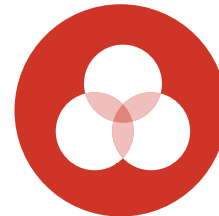
I. Organizational Structure and Accountability

- Organization and Accountability
- Collaboration
- Communication
- Diocesan Participation
- Health and Safety Protocols



II. Restoration and Belonging

- Belonging
- Care for Souls
- Seasons for Souls
- Rhythms of Worship
- Children's Ministries
- Youth Ministries



III. Community Formation

- Adult Ministries
- Youth Ministries
- Children's Ministries



IV. Accessibility and Inclusion

- Facility
- Programs
- Worship



V. Missions and Service to Wider Community

- Individual Needs
- Local Community Organizations
- Overseas Missions
- Bridge-Building and Evangelism



I. Organizational Structure and Accountability

Objective

Develop organizational structures that prioritize accountability, collaboration, and communication, and help strengthen our connection to the diocese and wider church.

Key Results

1. **Organization and Accountability** (*Senior Warden and Rector*)

Improve, develop, and maintain internal processes that provide accountability and support for both paid and volunteer leaders.

- a. Write clear job descriptions for both paid and volunteer staff positions.
- b. Devise a system for mutual accountability reviews for all clergy, staff, and wardens.
- c. Strengthen lines of communication and support for ministry leaders through our new organizational chart and vestry liaison roles.
- d. Develop a letter of agreement with our new rector that will act as a job description and spell out accountability such as an annual performance review.
- e. Develop a list of necessary functions, volunteer and paid, for the administration of the parish.
- f. Outline the Diocesan process for reporting and responding to misconduct and post the information in an accessible location such as the All Souls website.

2. **Collaboration** (*Senior Warden and Rector*)

Continue to foster a culture of collaborative leadership.

- a. Welcome and onboard a new rector in 2022.
- b. Work toward planning our church worship calendar at least six months in advance to provide more opportunity for integration, intersection, and cohesion across areas of ministry.
- c. Develop a theological-philosophical framework for budget planning to guide the vestry and clergy through budget decisions.
- d. Implement a new church database system for tracking people and donations.

3. **Communication** (*Senior Warden and Rector*)

Prioritize regular two-way communication as we walk together through a season of transition.

- a. Continue regular updates from the vestry and the rector search committee.
- b. Foster open and honest dialogue between parishioners and vestry and search committee members.



4. Diocesan Participation (*Diocesan Participation Leader*)

Foster strong relationships with the Diocese of Pittsburgh, ACNA, and the worldwide Anglican Communion.

- a. Strengthen our parish's understanding of its relationship with the diocese, promoting an understanding of being part of a larger body, one we can support and be supported by.
- b. Develop an inquirer's class and continue ongoing participation in diocesan bodies.
- c. Add information about the diocese and ordination process on the All Souls website.

5. Health and Safety Protocols (*Senior Warden, Rector, and Community Wellness Advisor*)

Continue to adapt to the ups and downs of the COVID-19 pandemic with the leadership of the COVID-19 Response Team.

- a. Continue to evaluate our mitigations and develop a metric for when masks are required and when they become optional.
- b. Regularly assess the need for the 8:30 service.



II. Restoration and Belonging

Objective

Refresh and restore the rhythms, interpersonal connections, and gatherings that bind us together and give us a sense of belonging.

Key Results

1. **Belonging** (*Membership Leader*)

Provide avenues for visitors and new attenders to find their place within the community.

- a. Regularly convene a group focused on hospitality and assimilation to keep track of newer attenders and intentionally integrate them into the community with email follow-ups, one-on-one meetings, and social gatherings.
- b. Utilize new church data management software to aid in keeping track of visitors.
- c. Consider creating a greeter role to orient newcomers to the space.
- d. Offer membership classes more frequently to familiarize non-members with the culture and practices of All Souls and increase their engagement in the community.
- e. Develop a meaningful and consistent path toward membership at All Souls.
- f. Resume yearly new regular attender luncheon.

2. **Care for Souls** (*Care Leader*)

Be a place where Christ-centered care is readily available and provided with joy and where caregivers are supported.

- a. Reach a level of participation in which a majority of parishioners are involved in care ministries.
- b. Receive expressed needs with respect and kindness.
- c. Institute bimonthly meetings and an email chain to increase communication and between care ministries and to provide support to ministry volunteers and leaders.
- d. Finance necessary trainings to develop care ministers' abilities to meet the needs of the congregation.
- e. Consider ways to enhance both proactive and responsive mental health support for parishioners.

3. **Seasons for Souls** (*Seasons for Souls Leader*)

Refresh our gatherings in ways that make all ages, abilities, and interests welcome at church-wide events.

- a. Reestablish seasonal community meals with the potential of adding a Vigil feast.
- b. Encourage easy informal fellowship outside after summer services by erecting a tent or similar protection from the sun.
- c. Collaborate with clergy to augment additional services with celebrations or gatherings.

4. Rhythms of Worship (*Worship Leader and Children's Ministries Leader*)

Point the people of God heavenward by continuing to develop and refine liturgical routines and by harnessing the whole voice of the church to please God through liturgy, music, and giving.

- a. Use the 2019 prayer book to make collaborative decisions about the details of seasonal changes in worship.
- b. Regularly consult with leadership group to evaluate the implementation of changes to worship and to respond to any concerns as needed.
- c. Develop music leadership team to facilitate all musical aspects of worship, including hymn selection and musician recruitment.
- d. Develop opportunities for children to sing in our worship services.
- e. Regularly engage in conversations about stewardship and the theology of giving.

5. Children's Ministries (*Children's Ministries Leader*)

Reestablish the rhythms of children's ministries to create space where good seeds can grow and where families feel connected to the church.

- a. Reinstate Sunday school in a way that honors the changes to our community.
- b. Reopen three atria tailored to distinct age groups, including an Older and Younger Atria as well as a Sprouts Atrium, sufficiently staffed by volunteers.
- c. Reconvene Treehouse gatherings to develop peer relationships and help our children explore the practicalities of a life lived in Christ.

6. Youth Ministries (*Rector and Youth Ministry Leader*)

Reestablish the rhythms of youth ministries to create space for youth to grow and connect.

- a. Hire a youth pastor to develop a vision in continuity with our existing youth ministry and to run youth programming.
- b. Reinstate weekly large group youth meeting to gather youth in corporate worship and to foster community.



III. Community Formation

Objective

Renew regular rhythms of personal and corporate spiritual formation and catechesis for adults, youth, and children so that every soul can continually be drawn closer to God and reflect his glory for the sake of others.

Key Results

1. Adult Ministries (*Community Formation Leader*)

Teach, pray for, and encourage adult attenders to embrace the grace of God and all his good gifts.

- a. Reestablish Adult Catechesis with clear goals to focus on teaching a devotional, historical, and missional understanding of the Anglican faith.
- b. Develop a team of lay catechists and clergy to collaboratively develop and teach the catechesis program.
- c. Increase congregational engagement with existing bible study groups by supporting bible study leaders and aligning curriculum with catechesis content.
- d. Reestablish regular support for house group leaders and become a parish where every attender has the opportunity to participate in house groups and where 90% of the parish is connected to a small group, including Bible studies and prayer groups.
- e. Offer Lenten and other spiritual formation retreats throughout the year.
- f. Increase the number of volunteers on the intercessory prayer team and appoint a team leader.
- g. Develop a vision for the church library and create signage so that the resources are better utilized.

2. Youth Ministries (*Youth Ministry Leader*)

Maintain the importance of the spiritual formation of our youth as a distinct age group with unique needs and concerns.

- a. Continue to focus on small groups and mentoring relationships as the main source of spiritual community for youth until a youth pastor is hired.
- b. Integrate existing youth ministries into a cohesive program in which each ministry is aligned with each other and with the vision for youth ministries as a whole.
- c. Reinvigorate service partnerships both within the parish, in DuPage County, and within the larger Chicagoland area.



3. Children's Ministries (*Children's Ministries Leader*)

Help families feel connected to the church and cultivate spiritual growth in our children through the revitalization of children's ministry programming.

- a. Address need for adequate space in the Nursery, considering a Nursery space on the same level as the Nave to better serve families with little ones.
- b. Reconvene children's Sunday School program and work toward integrating church history into existing Sunday School curriculum.
- c. Hire a paid Pastor for Children who focuses on leadership development and facilitation across all Children's Ministries.
- d. Recruit a Children's Worship Coordinator to fully reestablish and maintain the Children's Worship Program.
- e. Recruit a Vacation Bible School coordinator to be able to offer VBS in summer 2023.
- f. Recruit a Treehouse Coordinator to reestablish this midweek program.



IV. Accessibility and Inclusion

Objective

Create a church environment that fosters accessibility and inclusion for all ages, abilities, and backgrounds.

Key Results

1. Facility (*Senior Warden/Vestry and Facilities Leader*)

Update our facility to make it more accessible for a wider range of physical abilities and more functional for children's programming.

- a. Explore the addition of an elevator.
- b. Complete necessary accessibility modifications as feasible and in alignment with beautification of space.
- c. Better utilize the undercroft space for children's programs and community gatherings, including a refreshing and reconfiguring of the church library.

2. Programs (*Care Leader, Children's Ministries Leader, Youth Ministry Leader, and Community Formation Leader*)

Develop and build inclusive programs that address the needs of all people in our community.

- a. Refresh the Through the Roof ministry for adults and children with disabilities and special needs.
- b. Gather feedback on specific barriers and special needs in our parish.
- c. Develop an informal advisory group to review these needs and recommend accommodations and pathways for inclusion.
- d. Continue balancing intellectual bent of our community with formational and missional considerations.

3. Worship (*Worship Leader*)

Place a high value on providing access to worship for those who are not able to be present in our building.

- a. Continue to include those who are home-bound or unable to physically attend church for whatever reason through Sunday worship streaming or other options.



V. Missions and Service to Wider Community

Objective

Equip and support parishioners of All Souls to act as shalom sanctuaries in the wider Wheaton community and around the world.

Key Results

1. Individual Needs *(Souls on Mission Leader)*

Provide financial, material, and spiritual assistance through the clergy discretionary fund and the visitor's fund to local individuals who are visiting or who are connected to All Souls in some way.

2. Local Community Organizations *(Souls on Mission Leader)*

Continue financial and volunteer support to local organizations already doing the work of meeting physical, mental, and spiritual needs in the local community, including:

- Exodus World Service
- Neighborhood Food Pantries
- Outreach Community Ministries
- Safe Families
- Student Excellence Foundation

3. Overseas Missions *(Souls on Mission Leader)*

Continue to pray for and provide financial support to ministry partners and All Souls missionaries doing ministry overseas, including:

- a. Kenya Children's Fund
- b. Roy Stiff with CRU
- c. Galen Dalrymple with Medical Ambassadors International

4. Bridge-Building and Evangelism *(Rector and Souls on Mission Leader)*

Foster evangelism as well as loving and respectful conversation across ideological, theological, and political lines.

- a. Seek loving and respectful relationship with people and groups beyond our present parish profile.
- b. Develop ongoing relationships across with other bodies of believers, including exploring sister church opportunities.
- c. Evaluate current and future opportunities to evangelize both explicitly and implicitly, materially and immaterially, locally and globally.



All Souls Strategic Plan

2022–2025



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