



QUESTION:

What do we want the congregation and All Souls Church to look like in 5-10-20 years as a result of our efforts in ministry, programming and outreach?

This was the question posed through the 20/20 Visioning Process launched by the All Souls Church Board of Trustees in 2009 and completed in 2010. During this 18 month period:

- **Over 500 congregants participated** in discussion groups and/or provided written feedback about their hopes and dreams for the future.
- **Leadership was provided** by the 15-member 20/20 Visioning Committee, a lead facilitator, and the Board of Trustees.
- **8 large visioning gatherings were held**, including 2 all-congregation summits, 2 church council meetings, and 4 goal teams meetings.
- **3 new visioning statements were developed** – on spiritual development, community building and social action – and were approved by the congregation at its December 2009 Annual Meeting.
- **4 Goals, 5-year measurable results and annual milestones** were developed during 2010, and will be shared with the congregation at its December 2010 Annual Meeting.
- **The goals and measurable results** replace the 7 Ends statements created in 2002.
- **The transition from visioning to implementation now starts**, led by 3 new Goal Implementation Teams established by the church's Executive Team (ET) and co-chaired by staff and lay leaders, and the Comprehensive Assets Planning Team (CAPT).

Guiding principles for the 20/20 Visioning Project:

1. Foment deep and broad congregational involvement
2. Expand the focus on accountability for results
3. Build a strong church culture of shared ministry

Next steps: priorities for the first implementation year, 2011:

- **Continue to involve the congregation** – through strengthening church committees and regularly communicating to both share progress and expand participation.
- **Put new programmatic structures in place** – in particular the new Goal Implementation Teams that will work under the direction of the ET to coordinate efforts to achieve the goals, measurable results and milestones, and regularly report to the Board of Trustees so that it can monitor progress on achieving the goals.
- **Establish baseline data** – through developing the data bases and other systems necessary to keep track of progress on the milestones, year to year.
- **Work together in shared ministry** – by intentionally combining staff and lay efforts, supporting each other and working together to achieve our new church goals and build the beloved community we envision at All Souls and in the world.

To build the Beloved Community, All Souls Church cultivates and celebrates...

VISION STATEMENT 1

...Spiritual growth and transformation as we question, learn from others, and seek lives of meaning and reverence.

GOAL 1:

All Souls is a wellspring of spiritual growth grounded in love and inquiry; it is a creative environment where spiritual practice is part of daily life, where diverse opportunities for transformation and integration are abundant, and where we both lead and learn from one another.

Goal 1 -- 5-yr Measurable Result #1:

75% of congregants regularly participate in activities that contribute to their intentional spiritual growth.

Milestones:

2015: 75%

2014: 65%

2013: 55%

2012: 45%

2011: 35%

In 2011: Develop plans to integrate intentional spiritual growth into all areas of church service.

Goal 1 -- 5-yr Measurable Result #2:

120 different opportunities provided congregants for spiritual development across the lifespan.

Milestones

2015: 120

2014: 100

2013: 80

2012: 65

2011: 55

In 2011: Develop lay leaders who can lead spiritual development activities; identify spiritual development activities that ensure breadth and diversity of opportunities.

Goal 1 -- 5-yr Measurable Result #3:

500 congregants are leading and are accountable for activities that support spiritual development.

Milestones

2015: 500

2014: 450

2013: 375

2012: 300

2011: 250

In 2011: Include Spiritual Development leaders, i.e. ushers, greeters, covenant group leaders, trustees and officers, and RE teachers, in church leadership training; include recruitment and replacement in the training; on-goingly acknowledge and appreciate leaders.

VISION STATEMENT 2

... A welcoming, diverse, and vibrant community where we love, respect, and care for one another

GOAL 2:

All souls feel welcomed, engaged, valued and supported in a congregation that reflects the diversity of the city in which we worship

Goal 2 -- 5-yr Measurable Result #1:

The number of members and children who self identify as persons of color (or other than only white or of European descent) has increased by 5 percentage points.

Milestones:

2015: 5%

2014: 4%

2013: 3%

2012: 2%

2011: Collect baseline demographics, review programming and systems from multiracial multicultural lens, create plans for growth and retention of persons of color.

Goal 2 -- 5-yr Measurable Result #2:

Average attendance at Sunday worship and Religious Education has grown by 10 percent.

Milestones:

2015: 10%

2014: 7 %

2013: 5%

2012: 3%

2011: 1%

In 2011: Complete worship team by hiring Director of Music and Associate Minister; develop a plan for growing 9:30 service attendance; develop a membership retention plan to reduce membership loss.

Goal 2 -- 5-yr Measurable Result #3:

The number of lay people engaged in sustained ministry to the congregation and its members has grown by 10 percent.

Milestones:

2015: 10%

2014: 8%

2013: 6%

2012: 3%

2011: Define shared ministry; survey small group ministry leaders to quantify number of participants, provide leadership training; implement strategies that build and nurture small group ministries.

VISION STATEMENT 3

...Service and prophetic action to move the world toward justice, healing, and sustainability.

GOAL 3:

ASC is a community committed to service, is broadly known as a prophetic leader, and has had a major impact on issues that move the world towards justice, healing and sustainability.

Goal 3 -- 5-yr Measurable Result #1:

80% of ASC congregants are engaged in voluntary direct service through All Souls.

Milestones:

2015: 80%

2014: 65%

2013: 50%

2012: 35%

2011: Establish a system for collection of baseline data and collect baseline data.

Goal 3 -- 5-yr Measurable Result #2:

The number of times All Souls has been publicly recognized for prophetic action (bold, cutting edge, values-centered) has grown by 100 percent.

Milestones:

2015: 100%

2014: 60%

2013: 40%

2012: 20%

2011: Create initial metrics and measure baseline data. Refine the definition of "recognized."

Goal 3 -- 5-yr Measurable Result #3:

All Souls has had major impact on at least three local, national or global issues through education, advocacy and organizing.

Milestones:

2015: Has reviewed the fourth year's actions on the plans of the three chosen issues, assessed successes against the benchmarks, and revised the plans as necessary.

2014: Has reviewed the third year's actions on the plans of the three chosen issues, assessed successes against the benchmarks, and revised the plans as necessary.

2013: Has reviewed the second year's actions on the plans of the three chosen issues, assessed successes against the benchmarks, and revised the plans as necessary.

2012: Has reviewed the first year's actions on the plans of the three chosen issues, assessed successes against the benchmarks, and revised the plans as necessary.

2011: The congregation has chosen the three issues.

GOAL 4

All Souls has a welcoming and accessible building that provides nurturing spaces for spiritual growth, serves the community within and outside the walls of All Souls Church, and embodies our commitment to sustainability.

Measureable Results: will be developed by the All Souls Church Comprehensive Assets Planning Team (CAPT) by May 2011 when its plan, after careful and thorough consultation, will be presented to the full congregation.