

CHURCH ASSESSMENT REPORT

October 23, 2024

All Saints' Episcopal Church

Thomasville, GA



PREPARED AND PRESENTED BY

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Episcopalian worship community with a membership of 311. All Saints' is one of the few congregations in the Episcopal church that continues to look to the historic prayer book tradition embodied in the 1928 edition of the Book of Common Prayer as normative for its worship and belief, and members' families deeply appreciate its traditional language.

Just 35 miles north of Tallahassee, Thomasville is a thriving community with a population of just under 19,000. Thomasville is a wonderful place to experience nature and is also a place filled with vibrant arts and culture. Thomasville is a quintessential small town where many of the national norms don't yet apply, and quite a number of vibrant churches still exist.

Prior to the pandemic, approximately 100 people were attending worship on an average Sunday at All Saints'. Post-pandemic (2021), the average Sunday morning participation was 55. Best estimates are that now a total of 70-80 people participate in the two sanctuary worship services offered each Sunday at 10:30 AM and 5:00 PM.

All Saints' is led by Rector, Father George Willcox Brown, III (Will), and its 9-person vestry, in addition to 7 who participate in vestry meeting on an ex-officio basis.. In May 2024, the church welcomed Nic Mandolini to its full-time staff, serving as its children, youth, and engagement director. The church's staff also includes parish administrator Nikki Scott, assistant parish administrator Natalie Watson, organist/choir director Margit Miller, a sexton, nursery workers, and paid musicians.

The church's 7-acre grounds currently include a sanctuary, a Parish Hall (education/fellowship/offices), a playground, a memorial garden, a columbarium, a gazebo, three storefront buildings (leased at a very favorable rate by the community foundation), space for a future pickleball/basketball court, and three parking lots, with the capacity for 143 cars, including nine handicap spaces.

The church has an active music ministry, with the organist/choir director also leading a children's choir. A Wednesday night program, Body and Soul, meets regularly throughout the school year, engaging approximately 40 people on an average week.

There are 62 children and youth (birth through 12 grade) on the rolls of the church, with an average of 17 participating on an average week in some way in the life of the church, including worship, Body and Soul, nursery, and children's choir. The church's children's choir sees between 4-8 children monthly. Approximately 13 middle and high school students are on the roster as acolytes, with roughly 6-7 of them actively serving.

Focus group members shared that quite a few All Saints' youth are currently participating in youth small groups on Wednesday nights at the Presbyterian church, at the same time as the All Saints' programming. It could be wondered, what if All Saints' chose not to compete with this youth program and instead took them into account as part of the landscape on which the next chapter of youth ministry will be built? Asking the question, "What is All Saints' uniquely positioned to do in the arena of youth ministry"?

Also, a surprising number of focus group members in the previous assessment expressed an eager desire to serve in volunteer roles with children and youth.

The generational breakdown of the church is divided relatively evenly between those under 35 (112), those between 35-64 (113), and those over 65 (38, though the church does not have birth years for quite a number of its older members).

All Saints' is a deeply generous congregation, with 71 individuals or families who give, with 30 of these individuals making a financial pledge in 2024 and 41 individuals contributing without pledging. The church has an annual budget of just over \$777,000, with \$425,000 being covered through congregational giving and the remainder covered through the proceeds from foundations and legacy gifts. All Saints also has no debt.

The church is filled with people for whom service is central. At All Saints, this emphasis is strongly lived out in the church's annual Christmas Eve/Christmas Day tradition of delivering food to 200 needy community members, a tradition that All Saints' families participate in with great enthusiasm.

The church has recently sponsored a few church-wide events that have experienced significant engagement, with over 100 adults participating in the Low Country Boil, 120 participating in the "Historical Conservation" Body and Soul event on a Wednesday night, and 50 adults and seven children or youth participating on the church's recent "Sensory Sunday."

In November 2022, Ministry Architects completed an assessment of the church's youth and children's ministries. Over the subsequent year and a half, this work continued, including

- Designing systems for the ongoing sustainability of the church's work with children, youth, and their families,
- Designing and implementing a summer arts camp for children,
- Leading a search process for the hire of the church's director of youth, children, and engagement.

This year, members of the vestry reached out to Ministry Architects to explore the possibility of completing a strategic plan for the entire congregation. This assessment provides a starting point for that 7-month process, which will also include the creation of visioning documents and recommendations for the strategic utilization of the church's buildings and grounds.

Ministry Architects met with nine focus groups or one-on-one meetings totaling 50 people. This report will serve as the preliminary orientation document for the church's overarching strategic plan to be developed through this process.

BACKGROUND

THE INVISIBLE CHECKLIST

The three most common ways that churches secretly judge their ministries.

Everyone in any church holds an opinion about the state of their church. Sometimes, it's simply a broadly positive or negative impression. Other times, this perception is based on a single conversation with a parishioner or staff member. More often than not, a church's reputation is informed by an invisible three-item checklist.

Although the items on this invisible checklist, in and of themselves, do not ensure an effective or faithful ministry, they have a way of defining the culture of a congregation.

Churches that check these three boxes typically build a climate that provides margin to be creative, take risks, and experiment with innovative ideas. When churches fail to check these three boxes, they can easily find themselves mired in distrust, second-guessing, and discouragement.

#1: Numbers – A significant percentage of parishioners need to be participating visibly in some aspect of the church. When a sense of critical mass is not experienced by the congregation, either in person or virtually, a church can easily be perceived as anemic.

Because the target numbers are not typically agreed upon and communicated clearly, most churches are judged by a mashup of conflicting numerical

expectations and nostalgic hope. The church has, somewhat remarkably, returned to its pre-covid participation levels, many experience the church as being on a steep decline, feeding a less hopeful narrative about the church. We could say that this box is only partially being checked.

#2: Programs – In order to earn the right to experiment with changes, church leadership needs to provide the congregation with a few visible, effective programs that give both parishioners and staff something to talk about. This box is checked over and over again. With so many cherished annual events, consistently high-quality music, and expanding special event programming for children and youth, All Saints' programming definitely checks the box.

#3: Enthusiasm – The joyful enthusiasm of the church staff, volunteers, and parishioners is essential to building trust within the church community. Participants in listening groups were largely hopeful and enthusiastic about their church, with the exception of a number of focus group participants who have left the church in recent years. While acknowledging that there is work to be done, we observed a balance of deep love, appreciation, and hopefulness about the church. We can say that this box, too, is checked.

CHURCH-WIDE NORMS

There are seven rules of thumb – “church norms” – that Ministry Architects has observed in churches across the country. These are not necessarily targets for success, but they can be seen as helpful benchmarks for what the “average church” experiences. Keep in mind that these ratios can vary widely depending on the cost of living in the church’s community.

Budget

Though estimates can vary widely by region and denomination, the “average” church spends approximately \$1400 per weekly attendee. With a budget of just over \$777,000 (including program budget, staff salaries, and benefits), All Saints’ is well positioned to grow from a strictly financial standpoint.

Staffing

Ministry Architects has found that most churches have the equivalent of 1 full-time staff member (40 hours per week) for every 75 people in average total worship attendance. Considering the average worship attendance of 70-80 and over four full-time equivalent staff, again, the church is well-positioned to provide ministry to a larger population of members and friends.

Payroll Percentage

In a typical church, the percentage of the budget that goes to support the staff of the church (including salaries, continuing education, and benefits) tends to fall in the range of 45-55%. \$425,000 of the Church’s budget of \$777,000 is dedicated to the staff

of the church, just under 55%. The staffing to budget percentage is in the normal range of what other churches dedicate to staffing.

Facilities

A church’s ministry is also impacted by the physical layout of its campus and the constraints it may contain. Typically, parking and seating become constraints for churches who are looking to see growth.

Consider the following norms:

- **Parking Spaces:** Most churches need three parking spaces for every five attendees. With 143 spaces available, the church has a capacity of approximately 240 worship attendees in a single service.
- **Seating Capacity:** Most churches will simply stop growing once the worship center is 80% filled on a regular basis. With 168 total seats available, the church has significant space to grow.

Visitors’ Retention

For the average church, about 10-30% of first-time visitors will turn into regular attendees. Therefore, in order to grow by, say 10 people in a single year, the church will need to see between 30 to 100 first-time guests in that year (including guests at regular services and special services like Easter Sunday.) It is estimated that All Saints sees approximately 5 newcomers every quarter, maybe 20 a year, although these numbers have not been clearly tracked. Unless the number of visitors is increased, the church can anticipate seeing 2-6 new members a year.

Volunteers

In an average church, 45% of the number of weekly worship attenders (adults and students, but not children) are serving regularly in a volunteer role. With 59 total regular volunteers in the church and an average worship attendance of 70-80, All Saints' has a whopping 80% of its worshiping membership serving in volunteer roles, well above the norm.

Involvement in Groups

While the data for what's normal for churches in group involvement is not available, there are some norms worth noting. It's been observed that healthy churches have at least 40-50% of their adult worship attendance number engaged in some type of small group.

These groups can include Sunday school classes, small groups, Bible studies, youth groups, or men's or women's groups with fewer than 25 people. All Saints' estimates that 75% of their average adult worship attenders are engaged in groups on a regular basis, again, well above the norm.

ASSETS

STRENGTHS TO PROTECT

Capacity

Many in listening groups noted that there are people ready and eager to lend their gifts and time to the mission of All Saints'. In addition to the high percentage of members' financial support of the church, we consistently heard about stakeholders at All Saints' who are experts in the fields of business, marketing, communication, finance, and the arts. The congregation's vast artistic skills were leveraged for the church's highly effective Art Camp in 2023 and the very well-attended at a recent conservation program at Body and Soul.

Financial Stability

As one stakeholder said, "Finances for our church are not a pressure point." There wasn't a single mention of a limited budget and/or a lack of resources being a roadblock to achieving a vibrant and sustainable ministry at All Saints'. Not only are the members and friends of the church generously giving to All Saints', there is also a strong emphasis throughout the year of the church raising money to support community concerns.

Untapped Potential

All Saints' has a unique property with vast untapped potential. The concrete space slated for the future pickleball court and half-court basketball court is in the works. There are also three storefronts currently used for storage with potential for expanded ministry. The parish hall includes a theater room already being utilized for youth and children's programming.

Another area of untapped potential is the intergenerational events offered by All Saints'. While 5 children (birth to 6th grade) and 12 youth (7th-12th grade) can be seen in the church weekly in either Sunday worship or Body and Soul, 27 youth and 13 children participated in the Low Country Boil. These numbers speak to a change in All Saints' participation and an opportunity to engage these families more consistently in the weekly life of All Saints'.

Momentum

All Saints' attendance is trending in a positive direction. Over the last two years, the church has made significant strides toward expanding engagement. Four young families have recently baptized children in the church, with six children between the four families, a potential of 14 individuals.

The church has also seen a significant increase in participation with children and youth, with 27 youth and 13 children participating in the Low Country Boil, compared to a total of 5 youth and children in 2023. The 2022 Ministry Architects assessment reported that five children and youth were engaged in the life of the church on an average week, while the 2024 shows five children and an average of twelve youth. These numbers are the sum total of weekly participation in Wednesday and Sunday offerings, including Body and Soul, nursery, Sunday worship, and children's choir.

Many listening group members celebrated the church's efforts at trying innovative programs. Of particular interest were the

Stations of the Cross event, the Christmas tree bonfire, and other outdoor activities.

A new Sunday morning Bible study for adults has now launched. The church's men's morning prayer group sees an average of 14 men at its gatherings. These two new initiatives are in addition to ongoing groups like the knitting group, the Altar Guild, and the ECW.

Prioritized Mission

All Saints' has long been a church that prioritizes supporting Thomasville ministries and non-profits (e.g., the ECW auction proceeds support many local ministries and non-profits). When asked to name a hidden talent of All Saints', one stakeholder shared, "We are highly financially invested in the community, but I'm not sure anyone knows."

Outreach was mentioned in the 2022 Holy Cow report and listed as "the number one most critical success factor." This priority was especially true in the response from the under-35 demographic, suggesting a potentially fruitful strategy for engaging younger people in the church.

Many listening group members expressed a desire to increase the church's intentional investment in the community, noting that it is often easier to invite friends to a service project than to church. Some suggested that community-impact work would be a natural place for collaboration with other churches.

Strategic Focus

While All Saints' may not be clear on the next steps, there seems to be an across-the-board understanding that the church needs to create a plan for its future. There were almost as many questions

asked by focus group participants as there were answers given:

- Who are we right now?
- Where are we going as a church?
- What is the identity of All Saints'?

While having questions without answers may be frustrating, the desire to seek a strategic plan and seek help in identifying what is next indicates the church's readiness for this process.

Members of focus groups repeatedly acknowledged the complexity of moving into developing a strategic plan. We heard,

- We know it will take time.
- There is no silver bullet.
- There's not a single answer.

As one person said, "All Saints' best days could very well be ahead of us."

Valuing Children and Youth

With all seven focus groups, not one neglected to share the desire to see more children, youth, and young families be part of All Saints'. There is an understanding across the board that a healthy, vibrant church will involve multiple generations. One stakeholder shared, "We have to have generations coming up in the church."

Members shared the desire to be sure the church does not "age out," stating, "The church has far more people of grandchild-bearing age than people of childbearing age." This perspective echoes the results of the 2022 Holy Cow study, which ranked the following statement as the church's first priority for investing more energy: "Make necessary changes to attract families with children and youth to our church." This was the number one answer

for those over 35 years old and the number two answer for those under 35 years old.

Desire for Faith Formation

As questions of space usage and strategic programming were explored, it was not unusual for focus group members to bring the attention back to a desire for a greater focus on faith formation and spiritual depth. Focus group members were clear that, even before “growth,” the church needs to ensure intentionality and excellence in worship and spiritual formation. One stakeholder shared, “If we focus on the spiritual health and growth of our church, numerical growth will follow.”

A number of focus group members shared the ways that their children were formed spiritually through the ministry of All Saints. Many report that, though their children may not worship at All Saints anymore, many have continued to be active in some churches, bucking the national trend of young adults staying away from church.

Staff

The addition of new, young staff has infused youthful energy into the church, which can be seen in the enthusiasm around events such as Trunk or Treat. We observed clear excitement from at least one focus group member who shared, “I’ve never done this, but I will be there with my trunk!” The church’s decision to move forward with fresh new staff is beginning to pay off and is worthy of celebration.

Focus group members also pointed to Father Will Brown as an asset, mentioning his ability to connect with younger families and spiritual leadership. One stakeholder shared, “Will is a pastorally caring leader.”

CHALLENGES

OBSTACLES TO MOVING STRATEGICALLY FORWARD

Where Are All the Young People?

Many focus group members looked back to the years when the church had a thriving youth and children's ministry 10 or more years ago. Perhaps the most common refrain in listening groups was the desire to see more youth and children regularly engaged. We heard:

- I want to see more young people here.
- We are getting grayer and grayer.
- We need to be aggressively reaching out to youth and their families. Our young rector is an important start.

A number of people pointed out that their children who grew up at All Saints' often find churches with more active youth and children's ministries.

Several listening group participants suggested that one family-friendly strategy could simply be to give more attention to ending services on time. One person said that, as insignificant as it may feel, services that go longer than expected can give younger (and some older) worshippers a reason not to return as frequently.

Hope Without Strategy

Though we observed a strong desire in every focus group to see more people engaged in the life of All Saints', there is currently no clear, intentional, integrated strategy or pipeline for increasing participation. The Holy Cow survey taken in 2022 reported that All Saints' members ranked this item as the second on the list of places where the most additional energy is

needed: "Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church." Despite the recognition of this need, there is not yet a comprehensive strategy in place.

Focus on Scarcity

Despite the fact that there have been significant gains in the participation of families with children and youth over the last year and a half, many continue to focus on a narrative of drastic decline. Unlike many churches, participation at All Saints' has returned to pre-covid levels. Despite the fact that almost 60 people currently serve as volunteers and over 70 individuals and families financially contribute to the church, many continue to point to a lack of volunteerism and engagement of the membership. We heard,

- I would love the church to go back to where it was.
- It's really sad what is happening. I don't think it's going well.
- We've lost the vibrancy and the sense of community we used to have.
- I hope it's not too late.

On the Road

Many of All Saints' most faithful members find themselves traveling frequently, with some gone for the entire summer and many empty nesters enjoying the freedom to travel. This pattern can make it difficult, though not impossible, for the church to build momentum. A previous rector is

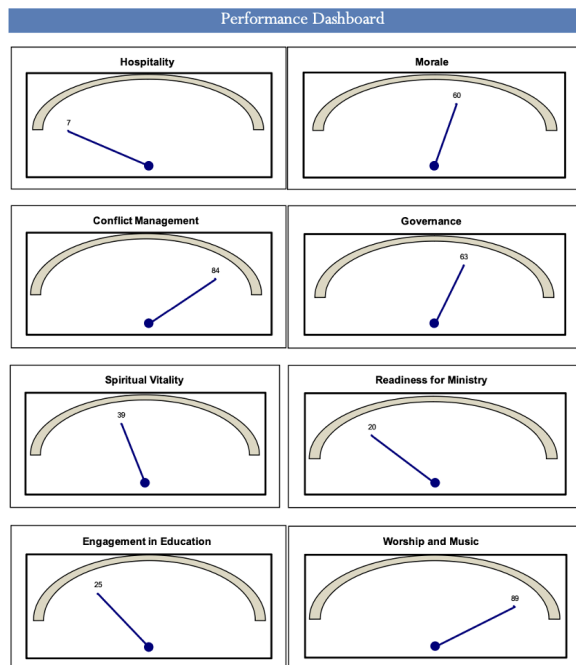
quoted as saying, "It feels like we have a different congregation every week."

Missing Onramps

Some pointed out that, though there are many who are ready to step up and volunteer, the process for volunteering in new ways is unclear. Without a clear structure for recruiting and supporting volunteers, it is likely that many who are willing to serve in new ways never will. As one said, "We need ways for people to easily insert themselves into church."

Intimidating Image

Some in listening groups noted that attending worship at All Saints' can feel intimidating and unwelcoming, particularly for a person used to a different style of worship. One pointed out, "We can easily have a reputation for iciness and aloofness." In the Performance Indicators from the Holy Cow Survey, the church ranked the lowest on hospitality (see below).



Facilities Gaps

Though there has been much conversation over the years about renovating the church's facilities, there does not seem to be widespread enthusiasm about moving into a major building project at this time. At the same time, many expressed a desire to "do something" with the eyesore that is the "basically unusable" storefront property across the parking lot from the parish hall. While the storefront property will not require massive structural repairs, the lack of vision for what to do with that space has left it a vastly underutilized asset. One person acknowledged, "Our front door is parking lots, and the beautiful grounds are hidden." There seems to be a strong desire to improve the road-facing side of the church to more consistently align with the beauty of the rest of the grounds.

Division and Loss

Like many mainline churches over the past 20 years, the issue of human sexuality has resulted in sharp division and membership loss at All Saints'. A number of long-time All Saints' families have left over painful and disappointing conversations around related topics. We heard,

- Some of our favorite people from the church are not here anymore. I wish we could find a way to communicate love to them.
- It pains me to see this all coming to a head.
- It would be good to make an effort to reach out to people who used to be here.
- I miss these people. They were so active in the church.

A number of previous members who have left the church were gracious enough to participate in a listening group and share

their experiences. We observed deep grief and sadness among those who have left with these kinds of affirmations:

- We are not here to burn anything down but to share our experiences at the invitation of a vestry member.
- We are here to support all of you to move forward.

While these departing members have found worshiping communities more theologically aligned with their perspective, they expressed hurt and anger over the conversations that were (or weren't) had with the church's leadership.

Slippery Numbers

Though the church has a variety of methods for obtaining attendance and membership numbers, sometimes there can be conflicting numbers from different sources. For example, the church reports one number in its parochial membership report, and the church's database (Realm) includes numbers that are as much as 25% higher.

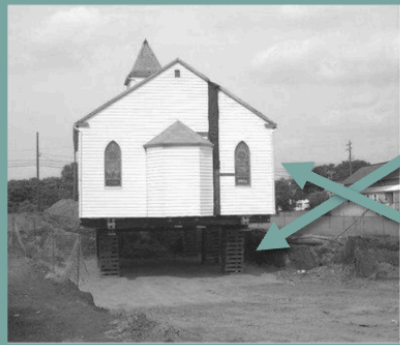
Tradition vs. Strategic Change

Some identified a tension between the church's commitment to a singular approach to worship and the desire that, particularly young families, need to see their children and youth engage more enthusiastically in worship. The Holy Cow Survey revealed that only 13% of respondents believed that "substantial changes will be required for the church to realize its vision," suggesting that some change resistance is to be expected and that the strategic plan should be implemented "at the speed of trust."

Some seemed to be concerned that a strong focus on new people and young people could have a negative effect on the church's ongoing ministry to its current congregation, particularly its aging members. One person expressed, "We don't need to give the perception to older members that the church is not for them." At the same time, moving strategically forward in new ways need not be seen as a subtraction from maintaining the church's current ministries and practices:

As the church leadership develops and implements its long-range vision, it will need, at the same time, to tend to the

day-to-day work of executing a faithful and magnetic ministry. We picture this two-fold work with the following illustration:



Laying the Foundation: Building a foundation and infrastructure that will ensure the ministry's *future* effectiveness, and at the same time...

Continuing to Do Ministry: Maintaining the *current* ministry in a way that builds the enthusiasm of the families, the volunteers, the staff, and the church at large.

RECOMMENDATIONS

Based on All Saints' current assets and challenges and desire to move into its next chapter with greater intentionality and strategic focus, this report offers the following set of recommendations in two parts:

What's Important Now: Recommendations that the church can implement in the next three to five months, between now and when the draft of its strategic plan is complete in March 2025.

What's Important Next: Recommendations to be implemented between April of 2025 and May 2026 to complete the rollout of the church's strategic plan. The Strategic Steering Committee will determine the sequencing of the implementation of these recommendations beginning in April 2025.

The Now List (through March 2025)

1. **Reframe the next 18 months** (Through May 2026) as a time for implementation of the church's strategic plan, recognizing that some parts of the plan (e.g., building and property updates) may need to be completed after May 2026.
2. **Establish a Prayer Team** to undergird this renovation process.
3. **Send personal notes** to everyone who participated in the listening groups, thanking them for their participation and naming the next steps in the process, signed by the members of the Strategic Steering Committee and Father Will.
4. **Request input on this report from the Strategic Steering Committee**, inviting their revisions to this document.
5. Once the Strategic Steering Committee has approved this document, **present this assessment report to the vestry** for their input and/or approval.
6. **Include a monthly strategic update** through the church's regular communication channels.
7. **Invite the vestry to determine any reconciliation conversations** that might be necessary with those who have left the church over the last two years.
8. **Complete a Vision Summit** with Ministry Architects, January 11-12, resulting in a first draft of three visioning documents: a mission statement, a set of values, and a set of three-year goals, each with a measurable benchmark.
9. **Empower the Strategic Steering Committee** to work with Ministry Architects in the iterative **development and approval of the full strategic plan** and the execution of the recommendations of this assessment. Following March 2025, this group would be responsible for the implementation of the overall strategic plan, including the achievement of the 1-year benchmarks to be developed through the visioning summit.
10. **Arrange for continued coaching for the Director of Youth, Children's, and Engagement Ministries** to sustain momentum through 2025 and perhaps coaching for the assistant to the parish administrator to ensure comprehensive implementation of the church's communication plan.

11. To help connect the members and friends of All Saints' with opportunities for service in and through the church that aligns with their passions, **rollout the Volunteer Accelerator** to the congregation after it being field tested and improved by the vestry.
12. **Develop and implement a clear, written newcomer invitation and follow-up process** tracked and driven by Nikki and/or Natalie.
13. **Complete an audit of Realm** (the church's database system) to ensure that members and friends are coded appropriately to allow for targeted communication with different types of people (local members, out-of-town members, visitors, regularly attending friends, etc.).
14. **Develop and publish a momentum event calendar** of no more than 12 events for the church, including the congregation's key invitational events, worship events, intergenerational programs, and expressions of service and mission.
15. **Draft a Pipeline to Engagement game plan** to build the connective tissue between church-wide events, including Christmas and Easter attenders, and ongoing engagement in the life of All Saints'.
16. ***Establish a discernment team to make recommendations for the road-facing side of the church**, considering possibilities for landscaping, gardening, re-paving, and a community-facing look that matches the beauty of the rest of the church's campus.
17. **Draft a plan for the strategic rollout of the pickleball and basketball courts**, including a timeline for building out, clarity about rules for use, insurance regulations, and a strategy for inviting the users of that space to participate in the life and ministry of All Saints'.
18. **Calendar an Arts Camp for children for the summer of 2025**, building on the success of the Arts Camp in 2023, recruit all partner volunteers needed for Art Camp, and begin promoting Art Camp.
19. **Develop a timeline for implementing the systems developed for children and youth ministry** that grew out of the Ministry Architects process launched in 2022.
20. **Create a survey** to be shared with the congregation to capture further information that would be beneficial to the strategic plan for the church.
21. **Complete a Virtual Implementation Workshop** with Ministry Architects for the Strategic Steering Committee and any additional stakeholders they may choose to include.

*Apart from these items, this report does not recommend major facility renovations be included as a part of the strategic plan.

The Next List (April 2025-May 2026)

- **Expanding Participation**
 - **Continue the ongoing implementation of initiatives to expand participation of children, youth, and their families** that grew out of the Ministry Architects process launched in 2022.
 - **Develop and implement an intentional outward-facing communication and branding strategy**, with an eye toward connecting with those currently not engaged in the life of All Saints' or with first-time visitors, highlighting the church's commitment to
 - Creating spaces of reverence
 - Opportunities for service in the community
 - Faith at the intersection of religion and the arts
 - **Follow through with and iterate on the church's newcomer follow-up process**, tracked and driven by Nikki and/or Natalie.
 - **Design and implement a process for following up at least annually with MIA members**, creating a well-documented culture of care.
 - **Implement a Pipeline to Engagement game plan** to build the connective tissue between church-wide events and ongoing engagement in the life of All Saints'.
 - **Provide written clarity and welcome in the Sunday morning bulletin for first-timers** to clarify the church's value of reverence in worship and translate some of the insider language and practices for those not familiar with traditional Episcopal worship.
 - **Develop a game plan for intentional ministry with and for a congregation that travels** much of the year.
 - **Consider a return to a "monthly" family worship** that combines art and liturgy in ways that prepare young people for sanctuary worship.
 - **Expand the existing communication and marketing plan designed for children and youth ministry** for use in the entire church.

- ***Discernment Team**
 - Establish a discernment team following the Vision Summit to consider the most fruitful use of the storefront property adjacent to the church, considering possibilities for being a good neighbor to the community (using town planning principles), incubating new expressions of ministry, leasing space to aligned tenants, etc.

- **Developing and Nurturing Staff and Volunteers**
 - **Develop, review and/or revise job descriptions** for all paid staff in the church.
 - **Develop, review and/or revise job descriptions** for volunteer roles in the church.

- **Determine the church's rhythm for utilizing the Volunteer Accelerator** (or some other system) to ensure that the church provides its members and friends with a clear roadmap for volunteer engagement.
 - **Consider reducing the size of the vestry** to free up more volunteer hours to serve in other ways in the life and mission of the church, increasing the priority of doing ministry over meeting to talk about ministry.
 - **Develop an annual leadership directory** that lists all ministry teams and leaders for all committees and groups.
 - **Schedule and implement an inspiring leadership-launch** event at the beginning of each program year to onboard volunteers and create momentum and clarity for the coming year.
 - **Schedule and implement an engaging leadership celebration** event at the end of the program year to celebrate the year's victories and honor and thank volunteers for their service.
- **Maximizing Building and Grounds**
 - **Implement the game plan for faithful utilization of the storefront property** developed by the storefront discernment team.
 - **Implement the game plan for matching the road-facing side of the church** with the beauty of the rest of the campus developed by the discernment team assigned this task.
 - **Design and implement a plan for the full utilization of the new pickleball/basketball court**, considering the possibility of an outdoor pavilion for worship, special events, and children and youth programming.
 - Recognizing that the painting and branding of the children's spaces were completed in 2003, **determine and implement additional upgrades to the parish hall** as the requirements of ministry in that facility unfold.
 - **Consider updates to the playground** based on the priorities of ministry and safety.
- **Building Capacity and Structure**
 - **Establish an annual rhythm of evaluating the congregation's progress toward achieving its one-year benchmarks** and setting new three-year goals and one-year benchmarks.
 - **Develop a Ministry Manual**, including the most recent directories, a 12-month calendar, results-based job descriptions for staff and volunteers, compliance documents, budgets, game plans, a preventative maintenance calendar, and notes for every major church event.
 - **Develop a Predictive Building Maintenance 10-20 Year Calendar** for anticipated capital expenses (e.g., roof, HVAC, renovations).
 - **Ensure compliance policies are in place** and reviewed annually, including background checks, licenses, child protection policies, facility use policies, etc.
 - At least quarterly, **update the Realm database** to confirm accuracy and alignment with the church's parochial reports.

- **Extending Ministry and Mission**

- Calendar an opportunity, at least annually, for **All Saints' and Good Shepherd to partner** in worship, service, or fellowship.
- Celebrate, promote, and develop responsive **adult-formation opportunities**, including the men's group, the Sunday morning adult Bible study, ECW, etc.
- **Create a process for managing the church's prayer list**, including a clear process for how people are removed from the prayer list.



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Kerri-Ann Hayes has been a children's and family ministry leader in Central Florida since 2000. She has been a ministry leader in both single and multi-site churches. During her years of serving families, Kerri-Ann developed a passion for those struggling to find their place in the church due to the special needs of their children.

She loves supporting and equipping churches to be accessible to families with special needs or traumatic backgrounds and is the author of *The Accessible Church*. Kerri-Ann and her husband, Tom, live in Clermont, Florida, where they raised their three children.



Mark DeVries, Founder

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Mark is the founder of Ministry Architects, the co-founder of Ministry Incubators and the Center for Youth Ministry Training, and the founder of Justice Industries. Mark served as the Associate Pastor for Youth and Their Families at First Presbyterian Church in Nashville, Tennessee from 1986 through 2014.

Mark is the author of a number of books, including *Sustainable Youth Ministry* and *Family-Based Youth Ministry*, and the co-author of *Sustainable Children's Ministry* and *Sustainable Young Adult Ministry*. Mark and Susan have been married since 1979 and make their home in Nashville, TN. They have three grown children: Adam, Debbie, and Leigh, and four grandchildren: Parish, Nealy, Liam, and Jack.