

**ALL SOULS LONG RANGE PLAN: 2014-16
ACTION PLAN**

GOAL STATEMENT #1: *All Souls nurtures lifelong spiritual development through extraordinary worship experiences by:*

- a. Maintaining sufficient capacity of trained lay worship leaders and liturgists,*
- b. Offering a range of theological perspectives,*
- c. Offering a vibrant and inclusive music ministry, and*
- d. Sharing services with online and homebound communities.*

Steps to achieve the goal	Person, Team or Committee Responsible	Timeframe	Measure of Success
<p>1. Improve audio and video capabilities in Unity Hall</p> <ul style="list-style-type: none"> a. Review current equipment for upgrades and research costs for improved sound quality b. train volunteers on the use of the sound board to supplement the work of the sound technician c. review equipment and costs for an easier and efficient way to project images and videos 	<ul style="list-style-type: none"> a. Sunday Services and Tech Committee b. Sound technician, Tech committee, volunteers c. Tech Committee, Sunday Services 	<ul style="list-style-type: none"> a. Ongoing b. 2014 and ongoing c. 2015 	<ul style="list-style-type: none"> a. Better sound quality in the services and for recordings b. Adequate staffing for sound board during services and other events c. Easy, efficient process for projecting images and videos in place
<p>2. Develop and implement training plan for lay worship leaders and liturgists:</p> <ul style="list-style-type: none"> a. Determine training needs, training opportunities, tracking system and budget needs b. Identify and recruit individuals to be trained each year and ensure training occurs c. Implement continuing education for lay worship leaders and liturgists. 	<ul style="list-style-type: none"> a. Sunday Services, Minister b. Sunday Services c. Sunday Services, Minister 	<ul style="list-style-type: none"> a. ongoing b. ongoing c. ongoing 	<ul style="list-style-type: none"> a. Plan in place and yearly budget reflects training costs b. Yearly increase in number of trained lay worship leaders and liturgists c. Well maintained list of trained worship leaders.

<p>3. Ensure services reflect a range of theological perspectives by:</p> <p>a. During Minister’s FY ‘15 sabbatical, be sure to invite guest preachers with a range of theological perspective</p> <p>b. Create and use electronic database for tracking guest speakers and develop process for identifying new ones</p>	<p>a. Sunday Services, Minister</p> <p>b. Sunday Services, Admin.</p>	<p>a. spring/summer 2014</p> <p>b. begin 2014</p>	<p>a. Report to Minister upon her return.</p> <p>b. Database in place</p>
<p>4. Increasing capacity and outreach of Music Ministry by</p> <p>a. Instituting consistent leadership in hymn singing at Sunday services</p> <p>b. Develop job description for Music Director</p> <p>c. Hire Music Director</p> <p>d. Establish a budgetary line item for supplemental vocalists as needed</p> <p>e. Institute weekly music feature in anthem slot when Choir is not performing</p> <p>f. Expand sound reinforcement to best support music at All Souls by purchasing appropriate microphone(s)</p>	<p>a. (Acting) Choir Director and Choir members</p> <p>b. Personnel, Music, Minister, Finance</p> <p>c. Minister, Search Team</p> <p>d. Music, Finance</p> <p>e. Music & Sunday Service Ministry Teams</p> <p>f. Music, Sound Tech, Finance</p>	<p>a. 2014</p> <p>b. 2014</p> <p>c. 2015</p> <p>d. 2015</p> <p>e. ongoing</p> <p>f. 2014</p>	<p>a. Hymn singing lead every week</p> <p>b. Prepared to begin Music Director search process</p> <p>c. Music Director hired</p> <p>d. Supplemental vocalists hired as needed</p> <p>e. Consistent Music feature</p> <p>f. Adequate sound reinforcement</p>

<p>5. Share worship with online and homebound communities by:</p> <p>a. Choir visits homebound communities</p> <p>b. Research equipment and personnel needed for sermon podcasts; develop plan and budget.</p> <p>c. Implement plan for sermon podcasts and storage on website.</p>	<p>a. Choir, Caring Committee</p> <p>b. Technology, Web Admin., Communication Team</p> <p>c. Technology, Web Admin.</p>	<p>a. ongoing</p> <p>b. 2014</p> <p>c. 2015</p>	<p>a. Homebound communities are ministered to by Choir</p> <p>b. Plan and budget for and website storage</p> <p>c. sermon podcasts are available</p>
<p>6. Plan for senior minister's sabbatical January 2015 – May 2015</p> <p>a. establish sabbatical planning team</p> <p>b. Review funding needed for sabbatical</p>	<p>a. Minister, Board, Sunday Services</p> <p>b. Finance, Board</p>	<p>a. 2014</p> <p>b. 2014</p>	<p>a. Sabbatical Planning Team in place</p> <p>b. Funding in place for the 2014-15 fiscal year</p>

**ALL SOULS LONG RANGE PLAN: 2014 - 2016
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GOAL STATEMENT #2: *All Souls is responsive to the pastoral needs of its growing congregation and consistently connects people, by way of:*
a) A strong lay Pastoral Care Associates program, and
b) Well coordinated fellowship events and activities that serve all congregational constituencies and promote deeper connection among members

Steps to achieve the goal	Person, Team or Committee Responsible	Timeframe	Measure of Success
<p>1. Restart & promote lay Pastoral Care Associates (PCA) Program by:</p> <p>a. Training 6 lay PCAs</p> <p>b. Training appropriate number of PCAs every year thereafter</p> <p>c. Promoting use of PCAs to congregation</p> <p>d. Developing yearly continuing education for PCAs.</p>	<p>a. Associate Minister</p> <p>b. Associate Minister</p> <p>c. Caring Ministry Team</p> <p>d. Associate Minister</p>	<p>a. 2015</p> <p>b. ongoing</p> <p>c. 2015 & ongoing</p> <p>d. 2015 & ongoing</p>	<p>a. 6 lay leaders are trained as PCAs</p> <p>b. additional PCA are trained each year</p> <p>c. Wide-spread use of PCAs with members feeling ease and comfort in calling upon PCAs</p> <p>d. All PCAs take yearly PC trainings</p>

<p>2. Evaluate and expand range of fellowship activities:</p> <p>a. Cultivate Leadership</p> <p>b. Pay attention to emerging ideas and interests. Cultivate events based on congregants' expressed needs / wants (e.g. church picnic, movies, trips, dance parties, drum circle, circle suppers).</p>	<p>a. Nominating and Leadership Develop.</p> <p>b. Fellowship steering committee (?), event coordinators, RE Special Event Circle Leader, Membership, Caring, Adult RE</p>	<p>a.2014</p> <p>b. 2014</p>	<p>a. Leaders emerge and supported</p> <p>b. Fellowship needs identified</p>
<p>3. Strengthen and increase participation in Small Group Ministry program (<u>see</u> Goal 4, Step 2)</p>			
<p>4. Develop All Souls Business Directory, providing information about congregants goods and services</p>	<p>Project coordinator to be recruited</p>	<p>2015 and ongoing</p>	<p>Business Directory distributed annually</p>

**ALL SOULS LONG RANGE PLAN: 2014 - 2016
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GOAL STATEMENT #3: *All Souls acts boldly, compassionately and publicly for peace, justice, and stewardship of the earth through:*

- a) Strong social justice ministries acting on behalf of systemic change*
- b) Direct service ministries serving a wide community*
- c) All Souls supporting and partnering with other social and environmental justice organizations*
- d) A significant portion of the congregation from all age groups participating in social and environmental justice activities and*
- e) Consistent green practices in all of its work.*

Steps to achieve the goal	Person, Team or Committee Responsible	Timeframe	Measure of Success
1. Explore new models of social justice ministry.	ministers, volunteers	2014	New and functional model in place
2. Extend direct service ministries to a wider community by: a. Identify ministries in which All Souls will engage b. Identify the organizations that All Souls currently and will eventually support and partner with, strategically considering the community's greatest needs. c. Explore expansion of Community Meal ministry	a. Social Justice volunteers, ministers b. Social Justice volunteers, ministers c. Minister, Social Justice volunteers	a. 2014 – 2016 b. 2014-16 c. 2014	a. & b. All Souls is coordinated and focused in serving the needs of the wider community c. decision made and implemented

<p>3. Create a social and environmental justice speakers program</p> <p>a. Identify and invite speakers</p> <p>b. Widely publicize the speakers program</p>	<p>a. Social Justice</p> <p>b. Communications Team</p>	<p>a. 2016</p> <p>b. 2016</p>	<p>a. Justice Speakers program created</p> <p>b. Regular attendance of 20+ people at each event</p>
<p>4. Inspire and involve congregation from all age groups in social justice and environmental activities by</p> <p>a. Partnering with RE Program for children & youth to design meaningful projects and events</p>	<p>a. RE Social Justice Circle Leadership & Associate Minister</p>	<p>a. ongoing</p>	<p>a. meaningful engagement by children & youth in social justice service</p>
<p>5. Institute and maintain green practices throughout all programs, ministries and facilities.</p> <p>a. green supplies costs and sources list</p> <p>b. carpool options</p>	<p>a. Staff, Facilities</p> <p>b. Social Justice volunteers</p>	<p>a. ongoing</p> <p>b. 2015</p>	<p>a. audit to assure All Souls adherence to green practices</p> <p>b. six cars carpooling per service</p>

**ALL SOULS LONG RANGE PLAN: 2014 - 2016
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GOAL STATEMENT #4: *All Souls provides quality, lifespan religious education and spiritual development to its congregants which:*
a) Provides a range of opportunities for religious and spiritual growth;
b) Meets the growing needs of the congregation; and
c) Builds community.

Steps to achieve the goal	Person, Team or Committee Responsible	Timeframe	Measure of Success
<p>1. Strengthen and expand RE Program for Children and Youth by:</p> <p>a. Hiring of Religious Education Administrative Assistant</p> <p>b. Increasing number of registered children & youth by 20%</p> <p>c. Assessing space needs for classroom, social and worship space</p> <p>d. Developing job description for Youth Advisor</p> <p>e. Increasing learning, respite, & community building opportunities for families</p>	<p>a. Ministers</p> <p>b Ministers, RE Circle Leadership</p> <p>c. Circle Leadership, Facilities</p> <p>d. Ministers, Personnel, RE Circle Leadership</p> <p>e. Associate Minister & RE Circle Leaders</p>	<p>a. 2014</p> <p>b. 2016</p> <p>c. 2014-15</p> <p>d 2015</p> <p>e 2014 & ongoing</p>	<p>a. R.E. Administrator hired</p> <p>b. Children/Youth registration expands to 90 by 2016</p> <p>c. Adequate space for RE ministry</p> <p>d. Job description completed</p> <p>e. A compelling calendar of family programming/ministries</p>

<p>2. Strengthen and expand Small Group Ministry (SGM) Program by:</p> <p>a. Expanding our geographical scope and adding off-site options.</p> <p>b. Recruiting and training facilitators</p> <p>c. Working with Membership Committee to offer SGM as part of the ongoing process of helping new folks get more personally and spiritually connected</p> <p>d. Developing SGM sessions</p> <p>e. Sr. & Associate Minister are involved in SGM program</p>	<p>a. SGM Team</p> <p>b. SGM Team</p> <p>c. SGM Team & Membership Team</p> <p>d. SGM Team</p> <p>e. Ministers</p>	<p>a. 2014 and ongoing</p> <p>b. ongoing</p> <p>c. 2014 and ongoing</p> <p>d. ongoing</p> <p>e. ongoing</p>	<p>a. SGM is offered in off-site location</p> <p>b. Trained SGM facilitators to meet the needs of SGM</p> <p>c. SGM is incorporated into the new member offerings</p> <p>d. New SGM sessions developed</p> <p>e. Ministers offer support and guidance as needed for SGM program</p>
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<p>3. Offer adult spiritual exploration programs</p> <p>a. Support a variety of models covering a variety of topics as they emerge organically</p> <p>b. Track participation and evaluate each program</p> <p>c. Research and provide information about online adult classes such as Church of the Larger Fellowship</p> <p>d. Adult Spiritual Exploration Team meets regularly to identify & support facilitators.</p>	<p>a. Adult Spiritual Exploration Team, Sr. Minister</p> <p>b. Adult Spiritual Exploration Team</p> <p>c. Staff</p> <p>d. Adult Spiritual Exploration Team</p>	<p>a. ongoing</p> <p>b. ongoing</p> <p>c. ongoing</p> <p>d. ongoing</p>	<p>a. a range of learning opportunities are offered with ample participation</p> <p>b. programs are evaluated and attendance is tracked</p> <p>c. congregation participating in online classes</p> <p>d. facilitators are supported</p>
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ALL SOULS LONG RANGE PLAN: 2014 - 2016
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GOAL STATEMENT #5: *All Souls has experienced increased community outreach, partnering capacity and financial health through*
a) Effective, efficient and accessible physical plant
b) Planning for additional space for our growing congregation & mission

Steps to achieve the goal	Person, Team or Committee Responsible	Timeframe	Measure of Success
1. a. Prepare & implement capital maintenance & improvement plan for the Jay Street Building b. Create a capital maintenance and improvement fund	a. Facilities Team b. Facilities Team and Finance	a. 2014 b. 2015	a. Capital maintenance and improvement plan in place b. Capital fund seeded
2. Huntington Street Building a. Charge Task Force focused on sale of building b. Sell the building c. Plan for proceeds from sale of building d. Interim space plan for classrooms and storage once Huntington St. building is sold	a. Board b. Task Force & Board & Congregational Vote c. Board & Finance d. Board & Facilities	a.2014 b.2014 c. 2014 Keep on radar. Options depend on outcome of Huntington Street sale.	a. Task force in place b. Huntington Street Building is sold c. To be determined d. adequate space available

<p>3. Pay down mortgage on Jay Street</p> <p>a. Charge Capital Campaign Task Forces</p> <p>b. Steps as recommended by UUA Consultant</p> <p>c. Celebrate burning the mortgage!</p>	<p>a. Board</p> <p>b. Finance, Capital Campaign Task Forces, & UUA Consultant</p> <p>c. entire congregation</p>	<p>a.2014</p> <p>b. 2014</p> <p>c. 2016</p>	<p>a. Task Forces up and running with a clear charge, benchmarks, & deadlines</p> <p>b. capital campaign underway</p> <p>c. Jay Street mortgage is paid off</p>
<p>4. Begin planning for building addition</p> <p>a. Engage services of UUA Capital Campaign Consultant</p> <p>b. investigate expansion options</p>	<p>a. Board & Finance</p> <p>b. task force</p>	<p>a. 2014</p> <p>b. 2014</p>	<p>a. Assessment Report completed</p> <p>b. Clear understanding of what's possible and what's not</p>

5. Future Campus Planning

"In our every deliberation, we must consider the impact of our decisions on the next seven generations." – From the Great Law of the Iroquois Confederacy

a. Charge a Future Campus Task Force to begin assessing needs & capture dreams for an integrated, accessible, and efficient physical plant with the following considerations:

- Generational needs plan (20/40/100 year) w/ general timeline, milestones
- Office space expansion
- Classroom expansion
- Youth gathering place
- Community partnership space
- Fellowship hall / new sanctuary
- Kitchen
- Choir rehearsal space
- Parking / landscaping
- Use of technology
- Outside spaces (meditation, play space, memorial garden, etc.)
- Additional property
- In New London
- Adjacent
- Non-adjacent
- Regional? Conservation land? Summer day camp?
- Meeting rooms
- Safety/security issues (l, m, n are hidden below)
- Green congregation upfront expense
- Transportation
- Capital expansion fund?

a. Board, Council

a. 2014

a. Task force created

<p>b. Task force in consultation with Council comes up with first draft of campus plan</p> <p>c. Board considers & deliberates draft plan. Congregation brought into the discussion.</p> <p>d. New Construction Capital Campaign Kick-off</p>	<p>b. Task force & Council</p> <p>c. Board & congregation</p> <p>d. Board, capital campaign task force, & UUA Consultant</p>	<p>b. 2015</p> <p>c. 2016</p> <p>d. 2017</p>	<p>b. First draft completed</p> <p>c. Plan approved</p> <p>d. Capital Campaign underway</p>
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**ALL SOULS LONG RANGE PLAN: 2014-2016
ACTION PLAN**

- GOAL STATEMENT #6:** *All Souls has reached 350 active, pledging congregants by 2016*
- a) Increasing staff to serve the needs of the growing congregation*
 - b) Utilizing up-to-date outreach and communication strategies*
 - c) Increasing “Radical Hospitality” Practices*
 - d) Practicing mission-based stewardship*
 - e) Adjusting organizational structure and governance to support growth*
 - f) To the best of our ability, ensure our congregants’ safety and well-being on our campus*
 - g) Engaging with the broader UU denomination*

Steps to achieve the goal	Person, Team or Committee Responsible	Timeframe	Measure of Success
1. Assess needs for increased staffing levels to support our growing congregation, considering areas such as sexton, volunteer coordinator, membership coordinator, etc.	Board, Personnel, Ministers	2014 and ongoing	Needs are assessed and a staffing plan is put in place
2. Enhance functioning of the council a. continued increased use of task forces, steering committees, and event coordinator projects b. Encourage chair/co-chair structure so that mentoring of the next incoming chair is an ongoing process	a. Council, VP b. Council, NLD, all ministry team leaders	a. ongoing b. 2014	a. Committees, ministry teams and task forces function efficiently b. Succession process is in place for committees and ministry teams

<p>3. All Souls is a Teaching Congregation</p> <p>a. Annual Teaching Congregation Dedicated Offering for stipend & associated costs</p>	<p>a. Finance, Board</p>	<p>a. ongoing</p>	<p>a. Fully funded budget line</p>
<p>4. Enhance congregation's public relations by:</p> <p>a. Developing a public relations plan that conveys the richness and message of the UU tradition</p> <p>b. Implementing public relations plan including timely press releases, and keeping the website & Facebook page current</p>	<p>a. Communications Team</p> <p>b. Communications Team</p>	<p>a. 2014</p> <p>b. 2015</p>	<p>a. Plan is in place</p> <p>b. Communications and marketing plan implemented. Website and Facebook page are kept current.</p>

<p>5. Practice “Radical Hospitality” in all areas of All Souls by</p> <p>a. Maintaining the culture of Radical Hospitality through preaching and teaching,</p> <p>b. Instituting Radical Hospitality practices in all areas, including greeting of visitors, music and use of inclusive language</p> <p>c. Establish and implement training program for greeters and ushers in practices of Radical Hospitality and welcome</p> <p>d. Expand role of Membership team to include all congregants by creating a newly envisioned “Exploring All Souls” process and “New Member Sunday”</p>	<p>a. All committees, Ministers</p> <p>b. All committees, Ministers</p> <p>c. Minister, Greeter Coordinator</p> <p>d. Membership Team</p>	<p>a. ongoing</p> <p>b. ongoing</p> <p>c. 2014</p> <p>d. 2014 and ongoing</p>	<p>a. Members share common understanding of Radical Hospitality</p> <p>b. Radical Hospitality practices are in place throughout congregational life</p> <p>c. Greeters and ushers are trained each year</p> <p>d. New “Exploring All Souls” process in place; New Member Sunday process in place</p>
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<p>6. All Souls members commit deeply to assure financial health of congregation</p> <p>a. 2013-14 Open Question offers insight into how we proceed</p> <p>b. Expanding number of members on Stewardship Committee</p> <p>c. Developing annual calendar of activities that support personal and congregational financial health</p> <p>d. Adopting “mission-based” stewardship process</p> <p>e. Stewardship committee functioning as 12-month committee</p> <p>f. Continuing monthly articles connecting finance, stewardship and mission</p> <p>g. Institute Planned Giving program</p>	<p>a. Open Question Task Force, congregation</p> <p>b. Board, Finance,</p> <p>c. Stewardship</p> <p>d. Stewardship/Finance</p> <p>e. Stewardship</p> <p>f. Stewardship, Finance Board</p> <p>g. Finance</p>	<p>a. 2013-14</p> <p>b. 2014</p> <p>c. 2015</p> <p>d. ongoing</p> <p>e. 2015</p> <p>f. ongoing</p> <p>g. 2015</p>	<p>a. Open Question task force reports back to congregation at 2014 annual meeting</p> <p>b. More committee members</p> <p>c.. Calendar available</p> <p>d. Clarity about how pledges serve the congregation’s mission</p> <p>e. Committee functions year-round</p> <p>f. Articles continue</p> <p>g. Program running, members responding</p>
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<p>7. Enhance Board governance practices to support growth by:</p> <p>a. Board supporting congregational growth through leaner, more vision- and mission-based, future-oriented roles and responsibility</p> <p>b. Board studying literature on congregational growth & governance</p> <p>c. Ongoing analysis of All Souls' current governance</p> <p>d. Update and create appropriate policies around authority and accountability ("Global delegation" see Hotchkiss "Governance & Ministry, Appendix B), management, and oversight</p>	<p>a. Board and Membership</p> <p>b. Board</p> <p>c. Board, Minister</p> <p>d. Board, Minister</p>	<p>a. 2014</p> <p>b. ongoing</p> <p>c. ongoing</p> <p>d. Spring Board Retreat 2014 and ongoing through 2015</p>	<p>a. Approach to governance is mission/vision oriented and supports a growing congregation</p> <p>b. Material regarding governance is read and discussed by Board</p> <p>c. Board has adapted governance style to better support the congregation.</p> <p>d. Complete, updated policies in place</p>
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<p>8. Leadership Development</p> <p>a. link leadership development efforts with council</p> <p>b. Identify potential leaders in the congregation and invite these people into leadership in a supportive, possibly teamed opportunity</p> <p>c. Offer training or learning opportunities to develop these leaders.</p> <p>d. Investigate offering leadership development workshop at All Souls (mini-NELS, CBD-MB)</p>	<p>a. Council, Nominating and Leadership Development (NLD)</p> <p>b. NLD, Board, Council</p> <p>c. NLD, Board, Council, Adult Learning Team</p> <p>d. Board, NLD, Finance, Council, Adult Learning</p>	<p>a. 2014</p> <p>b. 2014</p> <p>c. 2015</p> <p>d. 2016</p>	<p>a. Council is used as a resource; Coordinated effort between NLD and council to grow and support leadership</p> <p>b. New leaders are identified and invited into leadership roles</p> <p>c. Leadership training held</p> <p>d. Workshop scheduled</p>
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<p>9. To the best of our ability, ensure our congregants' safety and well-being on our campus</p> <p>a. Establish Safety and Emergency Planning Task Force</p> <p>b. Invite Rev. Aaron Payson to offer safety & emergency planning workshop to key leaders and appropriate staff</p> <p>c. Next steps that emerge from workshop learning</p> <p>d. Establish ongoing security risk assessment process</p> <p>e. Train staff, greeters and ushers in CPR and use of AED</p>	<p>a. Board</p> <p>b. Minister</p> <p>c. Staff, Facilities, Council; TBD</p> <p>d. TBD</p> <p>e. Minister, Greeter Coordinator, Staff, Volunteer CPR trainer</p>	<p>a. 2014</p> <p>b. 2014</p> <p>c. 2014</p> <p>d. 2015</p> <p>e. 2014</p>	<p>a. Task force in place</p> <p>b. Workshop held</p> <p>c. Safety & emergency plans are developed and in place</p> <p>d. Risk assessment process in place</p> <p>e. Appropriate staff and greeters are trained.</p>
<p>10. Engage with the broader UU denomination</p> <p>a. Partner with other UU congregations in ongoing learning opportunities as they arise (ala Leap of Faith program; partnering with nearby congregations, etc.)</p> <p>b. Increase participation in General Assembly</p>	<p>a. Board, Council, Ministers</p> <p>b. Board, Finance, Congregation</p>	<p>a. 2014 and ongoing</p> <p>b. 2014 and ongoing</p>	<p>a. Partnerships are formed and mutual learning occurs</p> <p>b. Increased attendance and participation at General Assembly by All Souls congregants</p>