

All Saints' Episcopal Church
Strategic Plan 2022-2023
(Updated 10/2023)



The Plan has these major components:

- I. Litigation
- II. New space
- III. Succession Planning
- IV. Staffing Planning
- V. Governance Issues/Revisions
- VI. Exemplar Parish in North Texas
- VII. Infrastructure

For each component, we will consider:

Who, What, Why, When to report back, Resources

I. Litigation

(Projected completion by end 2023)

- Successfully get out of bankruptcy - **trial date begins Nov 6**
- Resolve district Court 141 litigation
 - Original lawsuit filed in 2009 –
 - Began as dispute over church building and old rectory
- Resolve district Court 17 litigation
 - Filed September 2021
 - ACNA lays claim to other properties owned by All Saints’
- Resolve Federal trademark/intellectual property litigation
 - Which side gets to call itself “All Saints’ Episcopal Church”
- Pay for the above

In the aftermath of the schism in 2007-2008, our parish has been increasingly involved in litigation with the breakaway faction, including filing for Chapter 11 reorganization after the schismatics made claim to all of our bank accounts. Until we are out of bankruptcy, it will be very difficult to accomplish many aspects of our strategic plan. The same can also be said for the other litigation.

We simply do not know when the above litigations will be behind us. We are actively working on them now.

The Rector and the vestry are working with Neligan LLP, Hill Gilstrap P.C. and Westfall Sellers. We have paid Neligan a retainer. When the legal bills come due, the Vestry will look at what assets we have in hand and go from there.

II. New Space

Feasibility Study Group – Whit Smith (Chair)

Assembling a group to evaluate and utilize a professional feasibility team. Tasked with determining the financial interest and commitments in planting a new physical church home. The feasibility study will allow the establishment objectives, budgets, and timeline.

Given that we have lost our church home of 75 years and are currently worshipping on weekends only at our day school, All Saints' Episcopal School of Fort Worth, our space needs are significant. In addition, we understand that as time goes by, the potential for the excellent relationship we have with our school to deteriorate as we share space.

✓ Immediate Needs

One of the choke points for our continued growth is the need for a second Godly Play (GP) classroom. All Saints' Episcopal Church is world-renowned for its Godly Play program and ability to create and maintain exemplary classrooms. We are now down from four classrooms to one, at times with more than 20 children in attendance on a Sunday. To accommodate them and future growth, we must have a second classroom by the end of 2022, but preferably by the fall (before Rally Day.)

Whatever solution we settle on will need to last until we move to our future, permanent campus. It must be sustainable, durable, and appealing to newcomers.

Solutions: Created Mobile Godly (Talk) Play space utilizing common space of Middle school and convertible shelving on wheels to house stories and define space. Exploring of stories supplies is housed in dedicated locker space that is accessible to GT members. Fall 2023 added 2nd mobile GP space in the atrium of the Lower School.

- ~~1. A GP room on a trailer that would be stored off site and then used at the School on Sundays. We will form a small group of parishioners to look into this and report back at the next few vestry meetings. Resources include:
 - ~~a. Cynthia Hill (Godly Play Teacher Trainer and Board Member)~~
 - ~~b. The Rev. Jerome Berryman (Founder of Godly Play and friend of All Saints')~~
 - ~~c. Possible granting agencies (e.g. Lilly Foundation)~~~~
- ~~2. A "tiny house" somewhere on the School campus.
 - ~~a. It would be roomier and eventually moved to a future church campus.~~~~
- ~~3. Purchasing or leasing a temporary classroom on the School campus.
 - ~~a. This additional space would be used by school and therefore free up one of the classrooms in the School chapel which we could use for a second, dedicated GP classroom.~~
 - ~~b. Fr. Jambor has contacted the School for follow up on this and report back at the next Vestry meeting.~~~~

Short Term Needs

Because we are worshipping at our School which is only available for our use on the weekends, we have no space for normal parochial activities from Monday through Friday. Many of those

activities involve food and fellowship. One of the most painful aspects of our homelessness has been the loss of opportunity for fellowship – no place for VBS, Friday night stations of the cross, Mardi Gras festivities, etc. The lack of space has been a serious impediment to our thriving. We need a place to be church mid-week.

This does not need to be the final space. This can and should be an interim space in which we can be church while we discern where we will land.

The two most pressing aspects of our short-term needs are:

1. Kitchen
 - a. We do not have access to the school’s kitchen. In order for us to prepare parish-wide meals, Bible Study soup and salad, and receptions, our interim space must have a kitchen.
2. Gathering space for Monday-Saturday functions
 - a. We have had realtors looking for the past year and continue to look. We have toured some possibilities and have more tours scheduled.
 - b. We imagine “short-term needs” to be in the range of 3 to 5 years at minimum.
 - c. As mentioned below in Section VI, we foresee sharing that space with The Episcopal Diocese of Texas (EDOT) staff and some of our community ministry partners such as INA, Como Community Center, Catholic Charities, WestAid, Tarrant Area Food Bank, and The Parenting Center. We have spoken with each of these partners about this possibility in the past and they are open to and excited by this.

Currently supplying and utilizing White House Kitchen to satisfy modest cooking needs and small space of White house to gather for weekly needs.

Long Term needs

Continued work with internal and external resources to secure a space and longterm plan

Ultimately, we will need to a permanent campus with space for:

Worship/Music, Christian Education/Youth, Outreach/Mission, Pastoral Care/Fellowship, Evangelism/Engagement

- See our Parish Program for more details on this

In order to accomplish this, we will need a Master Plan and Feasibility Study for a Capital Campaign.

This is quite some time down the road but needs to be addressed at every Vestry meeting until achieved.

III. Succession Planning

- Rector retirement
- **Rector Emeritus**
- Interim PIC – and Recent Sr. Wardens
- Rector Search – Triumvirate (Burk, Worrell, Westfall)
- **Parochial Associate Search Committee - “PASC” – Stephanie Burk (Chair)**
- **Parish Survey Group – Jeff Nichols (Chair)**
- Treasurer
- Sr. Warden
- Stewardship Chair

Rector Retirement

The current Rector, Fr. Jambor, will retire on Christmas Day 2023 at the age of 72 and after more than 27 years of service at All Saints’, 20 years of which will be as Rector.

Rector Emeritus

The Consideration to name Fr. Jambor after retirement as Rector Emeritus to continue as a resource of institutional memory for school and legal guidance.

PIC/Sr. Wardens

We will have an Interim Priest-in-Charge (PIC) for an expected 18-24 months. During the PIC interregnum, the Sr. Warden will have the ecclesiastical authority of a rector. Various aspects of parochial life will be overseen by former and current Sr. Wardens, including Trace Worrell, Mollee Westfall, and Stephanie Burk. The current Sr. Warden, Stephanie Burk, along with former Sr. Wardens and current Steering Committee members will develop a profile for what the parish is looking for in a PIC. This will be finished by 2024 shared with our bishop.

Rector Search

At the retirement of Fr. Jambor, a Rector Search Committee will be formed. We expect to bring on the next Rector sometime in 2025. Parrish Survey Committee assembled and tasked with soliciting and collecting feedback on a Rector search profile.

PASC

Continued researched and recruiting for new potential clergy candidates. The PASC will continue to remain semi active in anticipation of future names.

Parish Survey Group – Jeff Nichols (chair)

Planning, coordination, communication, execution, and evaluation of a Parish wide survey continues. To take place shortly after Fr. Jambor’s retirement.

Treasurer

To ensure the financial stability of the parish, we will bring on board a prospective Treasurer who will work with our current treasurer, Dick Varnell, to learn the ropes. This prospect will be secured

by early 2024. As we onboard the new Treasurer, we plan to separate the roles of Treasurer and Chair of Finance Committee.

Fr. Jambor, Stephanie Burk, Dick Varnell, and Kyle Mankin will work together on this matter.

Sr. Warden

Fr. Jambor took great care, as always, when naming Stephanie Burk Sr. Warden at his last Annual Parish Meeting.

✓ **Stewardship Chair**

Stewardship, “Job One of the Church”, is critical during leadership transition and implementation of the strategic plan, as many components will involve money above and beyond normal operating expenses. We will want to have our Stewardship Chair receive supplemental training and formation in the theology of stewardship. For the last few years, the Stewardship Chair has been Whit Smith. This year, our Co-Chairs will be Whit Smith, Andrew and Wende Johnsen. We will ensure that ASEC is a subscriber to The Episcopal Network for Stewardship (TENS) and enroll our Co-Chairs, Treasurer, and our new Business Manager in appropriate formation.

IV. Staffing Planning

- Communications Director (preferably lay)
- Christian Education Director/Youth (preferably a priest)
- Business Manager/Strategic Plan Project Manager (preferably lay)
- Support (Administrative assistant, Bursar, receptionist/secretary, membership records, sexton, etc.)
- Pastoral Care (preferably a priest, possibly part-time or retired)

As a result of both litigation and the pandemic, our staff has become smaller. However, we need to intentionally rebuild our staff before the Rector’s retirement. The work ahead will require additional staff with particular expertise and experience. With this in mind, our top three staffing priorities are a Communications Director, a Director of Christian Formation, and a Business Manager.

We have interviewed a number of consulting organizations to help us with the head-hunting process. We have decided to use a local firm for these purposes. For the moment, that firm is Whitney Smith Company.

Communications Director (Preferably Lay)

Preferably, this will be our first hire. Due to financial constraints, we may need to begin with a part time position and work toward a full-time position. Given the vast transitions over the next few years, clear communication with the parish is essential. The Rector will hire this person.

Part-time communication hired to implement weekly communication needs and manage Social Media accounts however search continues for a broader focused Fulltime person remains priority as soon as he has the individual identified ~~and the money in hand~~. Continued search for possible Fulltime candidate.

Director of Christian Formation/Youth (Preferably Priest)/ **Parochial Associate of Outreach and Mission**

We plan to hire this person second. Of the parish's three pillars – Worship, Outreach and Mission, and Christian Formation – the commission hardest hit by eviction and lawsuit has been Christian Formation. **Bailey Rector has been hired as Part time CE assistant and focuses primarily on youth and special events. This means that our next hire would have a ministry primarily in Outreach and Mission.** For this position, we would prefer to hire a priest. We will use the resources of our diocese as well as seminary deployment offices to help us fill this position. We would like this person to come on board Summer of 2024.

~~✓~~ **Business Manager/Strategic Plan Project Manager (Preferably Lay)**

Our current business manager, The Rev. Lynne Waltman, will be retiring by Nov 6, 2023. To ensure a stable transition, the next business manager was hired July 2022, well in advance of her retirement. The new business manager will have an expanded job description, which includes driving the strategic plan forward. This individual will serve as an accountability officer.

In all three of the above, the status of our work in the three areas will be reported at every monthly vestry meeting.

Support Staff

As we proceed through the strategic plan process, the support staff will be hired and managed by the Rector to accomplish the mission within the limitations of our finances. These positions will be hired as need and afforded.

~~✓~~ **Pastoral Care (Preferably Priest, possibly part-time or retired)**

The final position we are seeking is a priest who will serve as the pastor of the parish. This is by far the least pressing of our staffing needs. We expect that this position will not be filled until after the current Rector's retirement.

V. Governance Issues/Revisions

Working but Implementation on HOLD

- Parish
- School
- Diocese/New Diocese
- **By-laws Update – Anne Michels**
- **Pro Omnibus Corporation -**

Our parish and school documents need to reflect the new realities of our litigation, the loss of the old church building, and with our upcoming reunion with the Episcopal Diocese of Texas.

The Texas Courts found in favor for the schismatic because our governing documents from top to bottom failed to include language stating that our property was held in an “expressly irrevocable” trust for The Episcopal Church. This decision ravaged us. In order to protect ourselves as we move into the future, we must establish an expressly irrevocable trust on all levels from the local parish, to the diocese, to the Episcopal Church.

In order to stabilize our school during the turbulent PIC interregnum and onboarding of a new Rector, we will need Fr. Jambor to serve as Rector Emeritus. The Rector Emeritus would have the authority of the Rector in matters limited to the School and would perform other duties given him by the Vestry or Rector, when there is one. He would be appointed by the Vestry and serve at the pleasure of the Rector, when there is one. His primary responsibility would be the continued stability of our School.

The reworking of our parish and school governing documents will be done by Anne Michels along with Jim Samis, Chairman of the Committee on Trustees at the School. The work is already well underway and should be ~~completed by the end of 2022.~~

~~Continue to work but not implemented until the completion of Bankruptcy on the advice of Counsel - end 2023~~

VI. Exemplar Parish in North Texas

All Saints' Episcopal Church has been and is now the exemplar Episcopal parish in North Texas. In the aftermath of the schism, our leadership in this region has grown even stronger and become even more necessary. We envision All Saints' as a mission outpost for the 21 counties in this diocese (or convocation). All Saints' will continue to be the Resource Parish for the region and a regional hub, not unlike a cathedral or mother-church.

The incredible opportunity for The Episcopal Church in planting new congregations and growing our way of being Christian is exciting. All Saints' intends to be a leader in this effort. The resources and will to do this work can best be developed in partnership with EDOT. One facet of that relationship with EDOT should be the sharing of space with some of the diocesan support staff. As the Diocese plants churches in the area, All Saints' would serve as the perfect launch pad to further the diocesan strategic plan.

~~✓—Our reunion with EDOT will hopefully be finalized by the Fall of 2022.~~

Our role as the exemplar Episcopal parish in North Texas will continue long after the conclusion of this strategic plan. It will be accomplished by parish vestry in collaboration with the Diocese.

VII. Infrastructure

Lay leader development & Commission equipping and tasking

In large part, the thriving of the parish in the midst of both great transition and this strategic plan will be our lay leaders. There is no better time to raise up, strengthen, and equip our laity than now. We will identify, recruit, equip and authorize lay leaders in all areas of our parish life.

At All Saints', we style Christ's great commission as, "Go and Grow as One." We structure our parish life in three stages: first we bring people in, second we raise people up, and then we send people out into the world (in ~~up~~ out). We structure our parish life around five "I's" – **Invite, Incorporate, Incubate, Incarnate, Infrastructure**. The commissions and committees are linked with specific aspects of these five "I's".



By January of 2023, we will re-task each commission with a new vision and then populate and equip accordingly. We will ensure that each commission understands what its task is and where it fits within the context of the life of the parish.

The Rector, vestry, and Rector's staff will work together to accomplish this by January 2023. At present, the parish commissions are:

Invite:

- Evangelism & Engagement

Incorporate:

- Parish Life/Pastoral Care
 - The bulk of pastoral care in our parish happens when lay folk take care of one another in informal ways, particularly in the context of gatherings. Therefore, we have grouped them together.

Incubate:

- Christian Ed/Youth*
- Worship/Music*

Incarnate:

- Outreach/Mission: Incarnate*

Infrastructure

- all aspects which support the ministries above

The Pillars of All Saints'

We believe that the three hallmarks of All Saints' are our beautiful, traditional **Worship and Music**, our outstanding **Outreach and Mission**, and our world-class **Christian Formation** (especially Godly Play.) These three areas encapsulate both what we do best and the programs for which we are known. As we move forward, the bulk of our limited energy and resources will be focused on these three pillars.

As we move the strategic plan forward, we will create, populate, and task the following committees:

Stewardship/Finance

Stewardship and finance connect the Mission with the Ministries. Over the next few years, it is critically important that we get this right. The new Chairs of Stewardship will be engaged in development of their theologies of stewardship in 2022-2023.

Legal Issues and New Entities

By the fall of 2022, if legally permitted, we plan to establish a new body to hold money given for the building of a new church. It will not direct money to the current parish corporation, nor will it receive assets from the current parish corporation. Instead, it will provide an entity to which people can give money for the building our future church without fear that it will be taken in the midst of our litigation. The Rector, chancellor, and other attorneys employed by the parish will work together to accomplish this.

New Committees

As we move the Strategic Plan forward and the work of building a new church approaches, we will populate and task committees such as:

- Internal Needs Assessment
- Master Plan
- Architectural Planning
- Feasibility Study for Funding
- Capital Campaign