

**St. Michael's Episcopal Church  
Five Year Strategic Plan  
January 20, 2010**

**I. Vision (Mission Statement)**

St. Michael's is an Episcopal Church that welcomes people of all ages and backgrounds that come together to worship.

1. We invite others to explore and grow in faith with us.
2. We pray work and give for the spread of the kingdom of God.
3. We strive to foster fellowship in our parish and to care for one another.
4. We are dedicated to providing Christian education to people of all ages
5. We reach out to bring the light of Christ to others in our local community and around the world.

**II. Goals:**

- 1. To be a church that welcomes people of all ages and backgrounds to join together in vibrant worship.**
- 2. To invite others to explore and grow in faith with us.**
- 3. To pray, work and give for the spread of God's reconciling love.**
- 4. To foster fellowship in our parish and to care for one another.**
- 5. To provide Christian education to people of all ages**
- 6. To bring the light of Christ to others in our local community and around the world.**

**Goal No.:** 1. To be a church that welcomes people of all ages and backgrounds to join together in vibrant worship.

Objective

**1) To offer worship that is accessible to children, young people and adults.**

<b>Action Step(s)</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Ongoing</b>
a) Increase participation of young people as lectors, Eucharistic Ministers, ushers, greeters in liturgy with a goal of at least three in each category.	Rector, VM for Worship	2010	<input type="checkbox"/>
b) Plan and conduct two services each year that are designed mostly by the youth of our parish.	Rector, Youth Minister, YAC	2010	<input type="checkbox"/>

**2) To diversify the range of worship, including music and liturgical choices.**

<b>Action Step(s)</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Ongoing</b>
a) Establish a worship working group to design and lead at least six services a year that are alternatives to Sunday morning Eucharist (e.g. Saturday evening, Compline).	Rector, Nan & Bob Malone	2011	<input type="checkbox"/>
b) With help of special donations, hold one or two jazz Eucharists each year.	Rector, Choir Director	2011	<input type="checkbox"/>
c) Support Children's Choir in four performances each per year.	Rector, Choir Director	2012	<input type="checkbox"/>
d) Increase membership in adult choir to base of 12 to 15.	Choir Director, Choir	2012	<input type="checkbox"/>

**Goal No.:** 1. *To be a church that welcomes people of all ages and backgrounds to join together in vibrant worship.*

Objective

**3) To offer worship that attracts people from different religious traditions and is also appealing to people with no religious background.**

<b>Action Step(s)</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Ongoing</b>
a) Schedule instructed Eucharist at least once a year	Rector	2010	<input type="checkbox"/>

**Goal No.: 2. To invite others to explore and grow in faith with us.**

Objective

**1) To enlarge the size of the congregation to Average Sunday Attendance of 150 by 2015.**

Action Step(s)	Responsible	Due Date	Ongoing
a) Hold "Invite a Friend" Sundays twice a year.	VM for Newcomers	2010	<input type="checkbox"/>
b) Schedule and publicize special events at Sunday Eucharist on average once every six weeks (e.g. Blessing of Animals, jazz liturgy).	VM for Communications	2011	<input type="checkbox"/>

**2) To integrate newcomers into the life and mission of the parish.**

Action Step(s)	Responsible	Due Date	Ongoing
a) Form a Greeters Committee with representatives present each Sunday to welcome newcomers.	VM for Newcomers	2010	<input type="checkbox"/>
b) Display photos of newcomers on a welcome board in Eva's Room.	VM for Newcomers,	2010	<input type="checkbox"/>
c) Hold newcomers brunch or dinner at least twice a year.	VM for Newcomers, Rector	2010	<input type="checkbox"/>

**3) To make St. Michael's building and grounds an inviting place.**

Action Step(s)	Responsible	Due Date	Ongoing
a) Renovate narthex to be welcome area, with comfortable seating, etc.	Narthex Committee	2010	<input type="checkbox"/>
b) Fill holes in parking lot and finish lines.	Junior Warden	2011	<input type="checkbox"/>
c) Make and display 50 <sup>th</sup> anniversary quilt.	Clarissa Flannery	2010	<input type="checkbox"/>
d) Hold annual remembrance in Memorial Garden for parishioners and family members of those memorialized in garden.	Rector	2010	<input type="checkbox"/>

**Goal No.: 3. To pray, work and give for the spread of God's reconciling love.**

Objective

**1) To establish a constant pattern of prayer for St. Michael's and its mission.**

<b>Action Step(s)</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Ongoing</b>
a) Establish a parish prayer group to pray daily for St. Michael's and meet every six to eight weeks for group prayer.	VM for Pastoral Care, Rector	2011	<input type="checkbox"/>

**2) To increase the level of participation in and support for parish programs.**

<b>Action Step(s)</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Ongoing</b>
a) Ask every adult and youth parishioner to commit to working in at least two areas of parish ministry.	Senior Warden, Rector, Vestry	2014	<input type="checkbox"/>
b) Establish a committee or working group for each area of Vestry oversight responsibility to not burden a single person and get more diversified opinions.	Senior Warden, Rector	2012	<input type="checkbox"/>

**Goal No.: 3. To pray, work and give for the spread of God's reconciling love.**

Objective

**3) To achieve financial stability.**

<b>Action Step(s)</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Ongoing</b>
a) Achieve a level of pledging by 90% of households who call St. Michael's home.	VM for Stewardship	2012	<input type="checkbox"/>
b) Raise funds to renovate the narthex as 50 <sup>th</sup> anniversary project.	Narthex Committee	2010	<input type="checkbox"/>
c) Grow the endowment to \$100,000 (from \$30,000).	Rector, Treasurer, Senior Warden	2015	<input type="checkbox"/>
d) Begin a planned giving program.	Rector, Senior Warden, VM for Stewardship	2012	<input type="checkbox"/>
e) Increase use of building to maximize rental income without adverse effect on parish activities or ministries.	Parish Secretary	2014	<input type="checkbox"/>
f) Seek and apply for at least one grant per year.	Rector	2013	<input type="checkbox"/>

**Goal No.: 4. To foster fellowship in our parish and to care for one another.**

Objective

**1) To increase the number of fellowship opportunities in the parish.**

<b>Action Step(s)</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Ongoing</b>
a) Start a "Guess Who's Coming to Dinner" program of small group dinners.	Lisa Ahronian	2010	<input type="checkbox"/>
b) Hold two "Family Night" dinners each year, with a program for parents and entertainment for children. Revive the Women's Fellowship group.	Rector, VM for Fellowship	2011	<input type="checkbox"/>
c) Assess demand for group for parents of small children by holding pilot events.	VM for Children's Ministry	2011	<input type="checkbox"/>

**2) To establish an effective system of pastoral care for all parishioners.**

<b>Action Step(s)</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Ongoing</b>
a) Establish a Pastoral Care working group to assist the Rector with pastoral care.	Rector, VM for Pastoral Care	2011	<input type="checkbox"/>
b) Use Eucharistic Visitors to take communion to sick and homebound.	Rector, VM for Pastoral Care	2010	<input type="checkbox"/>

**Goal No.: 5. To provide Christian education to people of all ages**

Objective

**1) To involve as many adults as possible in some form of personal Christian education.**

<b>Action Step(s)</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Ongoing</b>
a) Offer several small group study opportunities each year at different times and for limited periods.	VM for Adult Education	2010	<input type="checkbox"/>
b) Offer one small group each year as an introduction to The Episcopal Church.	Rector	2011	<input type="checkbox"/>

**2) To strengthen and expand youth education programs.**

<b>Action Step(s)</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Ongoing</b>
a) Recruit leaders for Rite-13 and J2A programs in time for new leaders to start in fall 2010.	VM for Children's Ministry	2010	<input type="checkbox"/>
b) Recruit volunteers to support primary church school teachers with weekly classes.	VM for Children's Ministry	2010	<input type="checkbox"/>
c) Establish pattern of mission trips and pilgrimages for J2A and YAC youth.	Youth Minister, Rector	2010	<input type="checkbox"/>
d) Increase youth involvement in diocesan youth events and camps.	Youth Minister, VM for Children's Ministry	2011	<input type="checkbox"/>



**Goal No.: 5. To provide Christian education to people of all ages**

Objective

**3) To strengthen Church School programs, including training more teachers.**

<b>Action Step(s)</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Ongoing</b>
a) Recruit 3 lead teachers for <i>Catechesis</i> program.	VM for Children's Ministry, Rector	2011	<input type="checkbox"/>
b) Recruit members for Church School committee to administer program starting immediately.	VM for Children's Ministry, Rector	2011	<input type="checkbox"/>
c) Conduct regular activities and create material to educate all parishioners about <i>Catechesis</i> .	VM for Children's Ministry, Rector	2010	<input type="checkbox"/>

**Goal No.: 6. To bring the light of Christ to others in our local community and around the world.**

Objective

**1) To offer outreach programs that are proven effective.**

<b>Action Step(s)</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Ongoing</b>
a) Convene the Outreach Committee regularly to review programs and recommend changes as necessary.	VM for Outreach	2010	<input type="checkbox"/>
b) Periodically evaluate existing outreach recipients and assess potential new recipients. Submit internal "grant" requests to vestry for consideration.	VM for Outreach	2010	<input type="checkbox"/>
c) Build on our B-SAFE experience to establish a closer tie with urban ministry (e.g. St. Stephen's, Boston or Epiphany School).	VM for Outreach	2012	<input type="checkbox"/>
d) Form a companion relationship with a church or church related organization internationally.	VM for Outreach, Rector	2013	<input type="checkbox"/>

**2) To engage at least 50% of parishioners of all ages in some form of outreach activity.**

<b>Action Step(s)</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Ongoing</b>
a) Publicize outreach opportunities, especially those that are child-friendly.	VM for Outreach, Communication	2011	<input type="checkbox"/>

**3) To donate a tenth (a tithe) of parish gross income to outreach.**

<b>Action Step(s)</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Ongoing</b>
a) Increase annual fundraising for outreach to support more programs and grants.	VM for Fundraising	2012	<input type="checkbox"/>
b) Calculate amount of special donations for outreach (e.g. food pantry) and include in calculating outreach percentage.	Treasurer	2012	<input type="checkbox"/>