

Vision 2020

St. Paul's Strategic Plan



“I pray that..., with the eyes of your heart enlightened, you may know what is the hope to which God has called you...”

(Ephesians 1: 17 -18)

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New Beginnings...

The Vestry of St. Paul's Episcopal Church in Delray Beach, Florida has commissioned the creation of this Strategic Plan to help guide our parish's journey over the next three years. We have created this plan at a time of "new beginnings" for our Church's pastoral leadership at the national, diocesan, and parochial level. Within a three-month period, the Most Rev. Michael Curry was installed as our new Presiding Bishop (November 1, 2015), the Rt. Rev. Peter Eaton was seated as our new Bishop Diocesan (January 30, 2016) and the Rev. Paul Kane was instituted as our new Rector (December 1, 2015). St. Paul's has seized this opportunity of new beginnings to prayerfully create this new strategic vision.

This Plan is a statement of who we are as a parish and a vision of where we want to be in 2020. This is an important tool that will help ensure St. Paul's best achieves its Mission, Vision, and Goals over the next three years.

Guiding Principle of Vision 2020 Strategic Plan

Our guiding principle in crafting our Vision 2020 Strategic Plan was to create a transformative, accessible plan that was both inspiring and concise. Based on congregational intelligence gathered in the visioning process, we identified five goals: (1) grow our membership, (2) enhance our spiritual vitality, (3) increase fellowship opportunities for parishioners, (4) reach out to those broken by life's circumstances, and (5) strengthen Christian education and spiritual formation. Each goal has several objectives. Each objective has strategies and activities that are "*S.M.A.R.T.*": *specific, measurable, attainable, relevant, and time-limited.*

The ultimate measure of our plan's success will not be how well it is written or how often it is read, but rather, how well it is put into practice.

"The worth of a Rule lies not so much in what it says in words as in the life lived by it. Not lived, a beautiful Rule is merely a dead letter. Well lived, an imperfect Rule becomes spirit and life."

Pierre-Marie Delfieux

The Jerusalem Community Rule of Life, Preface xiv, Paulist Press
1985, Mawah, N.J.

Member Input for Planning

- **Congregational Assessment Tool:**
Individual Member Survey
- **Meet & Greets with Rector:**
Small Group Gatherings
- **Visioning Café:**
Congregational Gathering

Our Mission

St. Paul's Episcopal Church spreads God's love and grace in the world through inspiring worship, meaningful fellowship, Christian education, and compassionate outreach.

Our Vision

In 2020, St. Paul's will be recognized as a spiritual leader in our changing community, our doors open to all, a welcoming home to those seeking a deeper relationship with God, a champion of justice and diversity, a servant to those in need, and a loving teacher of God's Word.

Goals

- Grow Our Membership
- Enhance Our Spiritual Vitality
- Increase Fellowship Opportunities for Parishioners
- Reach Out to Those Broken by Life Circumstances
- Strengthen Christian Education and Spiritual Formation

Grow Our Membership

Objective 1:

By 2020, increase average weekend attendance at our services by 3%.

Objective 2:

By 2020, increase engagement of parishioners in the life of the parish by 5%.

Objective 3:

Elevate the profile and presence of St. Paul's in the wider community.

Objective 1:

By 2020, increase average weekend attendance at our services by 3%.

Strategies/Activities:

1. Membership Campaigns:
 - A. Conduct Membership Campaigns in February and September with kick-offs in February & September.
 - B. Schedule an “Invite Someone to Church” initiative during the months of February and September.
2. Create a “Church Ambassador Program” to reach out to those who come to St. Paul’s for their weddings or children’s baptisms and to newcomers who worship with us year-round and seasonally.
3. Develop a program to check in on current members.

Measurement:

Quarterly review of Average Weekend Attendance (AWA).

Objective 2:

By 2020, increase engagement of parishioners in the life of the parish by 5%.

Strategies/Activities:

1. Establish baselines of participation by May 2017.
2. Keep “Participation” log book with head count of how many people attend classes, programs, and events and participate in various ministries, and establish team to review log book and report numbers.
3. Communicate regularly what classes, programs, and events are available through announcements on TV monitor in Parish Hall during coffee hour, in addition to what we currently do by way of our weekly bulletin, our website, the E-pistle and social media platforms.
4. Highlight ministries and volunteer opportunities, share information, and develop specific action items to encourage participation.
5. Recognize volunteers broadly and regularly (e.g., personal thank you notes, “photo wall,” articles in bulletins, E-pistle, or social media, appreciation breakfasts or coffee hours, volunteer of the month/year awards, etc.)
6. Monthly recognition of a specific volunteer ministry at weekend services, either individual or as group, with activities such as personal testimony, inviting participants in the ministry to sit together in church, say a prayer, or asking Church School to make thank you cards.

Measurement:

Quarterly review of participation log book.

Objective 3:

*Elevate the profile and presence of St. Paul's
in the wider community.*

Strategies/Activities:

1. Gain an understanding of the following groups and invite them to participate in the life of our church:
 - Residents of new housing developments within our parish geographical boundaries.
 - Residents of adult and lifecare communities
 - Families, including those whose children attend St. Paul's Day School.
2. Create recognition and appreciation services for professional groups engaged in civil service (e.g. first responders, educators, medical professionals, etc.).
3. Identify ways that we can participate as a parish in initiatives like charity walks, volunteer events, and interfaith activities, etc.
4. Develop a standard public relations campaign to promote all St. Paul's activities in the community:
 - How - Radio, newspaper, *Facebook*™, *Twitter*™
 - What - Times of service, special classes, service opportunities
 - Secular offerings – Parenting Class, Yoga, lectures

Measurement:

A quarterly review to evaluate the effectiveness of these strategies and activities as measured by increased participation by these target groups in the life of St. Paul's.

Enhance Our Spiritual Vitality

Objective 1:

Recognize and support opportunities for members of St. Paul's to enhance the spiritual dimension of their lives.

Objective 2:

Provide at least two new opportunities outside of current ministries and activities to deepen spiritual vitality.

Objective 3:

Identify dynamic and meaningful opportunities "beyond our walls" that have the potential to deepen our parishioners' spirituality.

Objective 4:

Utilize the CAT Survey Questions to Measure Our Spiritual Vitality

Objective 1:

Recognize and support opportunities for members of St. Paul's to enhance the spiritual dimension of their lives.

Strategies/Activities:

1. Work with their leadership and identify and provide necessary support for current regular spiritual ministries and activities such as Cursillo, Lectio divina, Daughters of the King, Brotherhood of St. Andrew, Lay Eucharistic Ministers, Altar Guild, and Prayer Shawl Knitters.
2. Identify and offer former spiritual activities and programs which have the potential to become active again and other Spirit-filled opportunities such as Labyrinths, Taizé, 4th Day, Quiet Days, Intercessory Prayer Groups, Children's Garden activities(sacred soil, Biblical pathways, Biblical plants), *Via Media* (formerly Alpha Program), Lent-in-a-Bag, Kairos, Veteran's Outreach, etc.
3. Develop and implement methods to provide evaluative feedback and ideas from participants in spiritual activities (at completion of programs or during the course of on-going offerings).
4. Institute a method to collect numbers of participants in on-going spiritual programs and short-term offerings.
5. Create and sponsor improved methods of communication and promotion of spiritual offerings and programs.

Measurements:

1. Twice a year monitor numbers of participants in on-going spiritual ministries and short-term offerings and review evaluative feedback from participants.
2. Long-term (3-4 years): Re-ask five questions on Spiritual Vitality on the CAT survey and compare level of spiritual vitality revealed by responses by congregation to level revealed by original responses in 2016.

Objective 2:

Provide at least two new opportunities outside of current ministries and activities to deepen spiritual vitality.

Strategies/Activities:

1. Offer a Spiritual Gifts Workshop, where participants can identify their particular Spiritual Gifts and realize their potential for new and creative opportunities for serving God.
2. Explore the potential for an adult and/or intergenerational Church Pilgrimage, domestic or foreign.
3. Identify people who have the potential to provide leadership for new ministries.

Measurements:

1. Evaluative feedback from program participants from at least two new spiritual activities.
2. Long-term (3-4 years): Re-ask five questions on Spiritual Vitality on the CAT survey and compare level of spiritual vitality revealed by responses by congregation to level revealed by original responses in 2016.

Objective 3:

Identify dynamic and meaningful opportunities “beyond our walls” that have the potential to deepen our parishioners’ spirituality.

Strategies/Activities:

1. By 2018 create a St. Paul’s committee on interfaith relations which will seek out connections with other denominations or spiritual organizations that share a common interest in enhancing spiritual growth for their members.
2. Publicize opportunities for spiritual growth offered at the Diocesan, National Church and Anglican Communion levels.

Measurements:

1. Creation of a functioning Interfaith Relations Committee by 2018.
2. Creation of new opportunities for spiritual growth “beyond our walls”.
3. Number of participants involved in activities “beyond our walls”.
4. Long-term (3-4 years): Re-ask five questions on Spiritual Vitality on the CAT survey and compare level of spiritual vitality revealed by responses by congregation to level revealed by original responses in 2016.

Objective 4: *Utilize the CAT Survey Questions to Measure Our Spiritual Vitality*

Strategies/Activities:

1. Identify a team who will review the survey's responses, compare the results to the original survey results, and prepare a report and team analysis for the congregation.
2. Provide an opportunity for the team to present their findings to the congregation.
3. Provide opportunities for additional feedback on the team analysis from the congregation.
4. Creation of next steps in this Goal area.

Measurement:

Complete this reevaluation cycle in three years.

Increase Fellowship Opportunities for Parishioners

Objective 1:

By Fall, 2017, identify the profiles of all currently active fellowship activities at St. Paul's, the people leading them, the number of participants, and their strengths and weaknesses.

Objective 2:

By Fall, 2017, provide a way of tracking fellowship activities - the number of participants at each activity, the frequency of the activity, and gathering feedback from participants.

Objective 3:

By 2018 create a Fellowship Committee that will identify and implement new fellowship activities of interest to the congregation.

Objective 4:

Ensure that all fellowship activities are widely publicized.

Objective 1:

By Fall, 2017, identify the profiles of all currently active fellowship activities at St. Paul's, the people leading them, the number of participants, and their strengths and weaknesses.

Strategies/Activities:

1. Make a list of all the current fellowship and get-together activities taking place at St. Paul's, e.g., Foyer Groups, Off the Avenue Book Group, Sunday coffee hours, etc.
2. Determine who is leading each group or activity, and how often they meet.
3. Discuss with the leaders the strengths and weaknesses they perceive and the support they may need.

Measurement:

By Fall, 2017 have a complete profile of all current active fellowship activities.

Objective 2:

By Fall, 2017, provide a way of tracking fellowship activities - the number of participants at each activity, the frequency of the activity, and gathering feedback from participants.

Strategies/Activities:

1. Look at the current parish database software (PowerChurch™) and find a way to keep track of the number of people who attend and how often they meet.
2. Discuss with activity leaders their suggestions about keeping track of numbers and developing tools for feedback from participants.

Measurement:

By Fall, 2017 a way to track activities and to gather feedback from participants will be established.

Objective 3:

By 2018 create a Fellowship Committee that will identify and implement new fellowship activities of interest to the congregation.

Strategies and Activities:

1. Survey the congregation to determine the types of new fellowship opportunities in which they would like to participate.
 - A. The survey will target the following 5 groups (Individuals who belong to more than one group may check off all categories that apply): Everyone, Seniors, Young adults, Singles, and Families.
 - B. For each activity, the survey will offer
 1. A choice of daytime, evening or both.
 2. An option on how often it occurs, i.e. weekly, monthly, etc.
 - C. For activities held outside the church, for day trips or longer, there will be a list of destinations such as museums, places of historical interest, places of religious interest (Trinity Cathedral), etc.
2. Based on the survey, identify leadership and resources to implement at least three new fellowship activities each year, beginning in 2018.

Measurement:

Three new fellowship activities will be offered each year, and will be tracked by participation numbers and feedback.

Objective 4:

Ensure that all fellowship activities are widely publicized.

Strategies/Activities:

1. The church office will establish a calendar of deadlines for the posting of activity announcements on St. Paul's monthly calendar, Sunday bulletin, E-pistle, social media platforms, etc.
2. The leaders of each activity will be responsible to get information about the activity to the church office in sufficient time to have it placed on the church calendar.

Measurements:

1. By June 1, 2017, have a calendar of deadlines for posting activity announcements.
2. By June 1, 2017, all activity announcements are publicized across all appropriate St. Paul's communications platforms.

Reach Out to Those Broken by Life's Circumstances

Objective 1:

By 2020 achieve stable, sufficient, sustainable support for key outreach activities, which include the various elements of CROS Ministries, Family Promise, Paul's Place, and select regional, national, and international efforts (e.g., Episcopal Charities, Episcopal Relief and Development Fund (ERDF), South Florida Haiti Project, Madagascar, Our Little Roses, targeted mission trips, etc.).

Objective 2:

Conduct activities that will lead to one or more working mission trips by 2020.

Objective 3:

By 2020, achieve stable, sufficient, sustainable support for key in-reach activities to those within St. Paul's struggling with life's circumstances.

Objective 1:

By 2020 achieve stable, sufficient, sustainable support for key outreach activities, which include the various elements of CROS Ministries, Family Promise, Paul's Place, and select regional, national, and international efforts (e.g., Episcopal Charities, Episcopal Relief and Development Fund (ERDF), South Florida Haiti Project, Madagascar, Our Little Roses, targeted mission trips, etc.).

Strategies/Activities:

1. By 2018, the Vestry (or a designated committee) shall review past and current support for key initiatives beyond St. Paul's; evaluate the appropriate level of commitment to these initiatives; develop a method for making funding level decisions; and identify sources of funding (parish budget, fund-raising activities, etc.).
2. By 2019, financial support from the parish budget will be distributed by a specific designation such as 60% for local concerns, 30% for regional, national/ international, and 10% for catastrophic emergency response at any level. From this latter item, the Vestry should establish a reserve for local emergency response that can roll over from year to year if not needed.
3. By 2020, the Vestry shall assure the provision of funding levels as determined above.

Measurement:

Accomplishment of these activities within the timelines indicated.

Objective 2:

Conduct activities that will lead to one or more working mission trips by 2020.

Strategies/Activities:

1. Review the history of participation in working (hands-on) mission trips by St. Paul's members.
2. Educate the parish on mission trip possibilities by conducting a mission trip open house with representatives from various Episcopal Church missions, national as well as international, and a panel discussion featuring members of St. Paul's who have attended mission trips.
3. Assess parish interest and schedule one or more mission trips accordingly.

Measurement:

By 2020, members of our congregation will have had the opportunity to participate in at least one hands-on national or international mission trip organized by St. Paul's.

Objective 3:

By 2020, achieve stable, sufficient, sustainable support for key in-reach activities to those within St. Paul's struggling with life's circumstances.

Strategies/ Activities:

1. Revitalize Stephen Ministry within St. Paul's.
 - A. By the end of 2017 determine the number of current Stephen Ministers, their qualifications, and their willingness to serve.
 - B. By 2018, if necessary, provide funding for the training and certification, or retraining and recertification, of two Stephen Ministry leaders.
 - C. By 2018 successfully reestablish Stephen Ministries.
 - D. By 2019 have in place a third fully trained and certified leader
 - E. By 2020 have sufficient number of Stephen Ministers to meet parish demand.

Measurement:

Accomplishment of five benchmarks above.

2. By 2019, identify and establish a parish directory of resources, agencies, contact names and information to be used for referrals of needed services beyond the scope of Stephen Ministers and clergy.

Measurement:

Availability of directory

3. By 2018, establish effective communication procedures for the transmission of information about needs within the parish to those who can provide help, utilizing the structures of pastoral care.

Measurement:

Successful establishment of satisfactory procedures and by review of number of persons served

4. Continue to develop our healing ministries by training and commissioning two new Lay Healing Ministers and two new Lay Eucharistic Visitors each year.

Measurement:

Two new Lay Healing Ministers and Lay Eucharistic Visitors trained and commissioned each year.

Strengthen Christian Education and Spiritual Formation

Objective 1:

In an intentional parallel development process, increase by 2020 the engagement of current member families with children and youth by 5% and new families by 3% (consistent with the 'Grow our Membership' goals).

Objective 2:

By 2020 increase by 5 % the number of adults who are engaged in the Christian faith and life as evidenced by their participation in Confirmation/Reception/Reaffirmation as reported for the Parochial Report and by their participation in parish life.

Objective 3:

Increase participation in adult Christian formation programs.

Objective 4:

By 2018, establish a permanent home for a library serving all age groups to encourage reading and meditating on God's holy Word.

Objective 5:

Support the Seekers in the implementation of their strategic plan to grow stronger in their mission as a safe community of hope, service, and spiritual growth within St. Paul's.

Objective 1:

In an intentional parallel development process, increase by 2020 the engagement of current member families with children and youth by 5% and new families by 3% (consistent with the 'Grow our Membership' goals).

Strategies/Activities:

We will offer all age groups:

1. Family-centered and family-supportive faith formation to develop and strengthen relationships with God in Christ;
2. Faith formation through methodology we have developed over the past several years such as: caring conversations; building family rituals and traditions; developing family devotions and prayers; and organizing family service projects;
3. Formational teachings to focus on the seasons of the Church year;
4. Regular inter-generational learning and fellowship events.

Serving all age groups, we will:

1. Engage, raise-up and train a team of mentors and church school teachers for children and youth of all ages, to be in place by fall 2017;
2. Design and implement a communications plan using the technology that best reaches each group of the Children, Youth and Family Ministry: kids, teens, parents, extended family and the congregation;
3. Look at the changing demographics of our area and new methods of faith development in order to create forward-thinking ways of sharing the Gospel with our families.

Objective 1 (continued):

In an intentional parallel development process, increase by 2020 the engagement of current member families with children and youth by 5% and new families by 3% (consistent with the 'Grow our Membership' goals).

Activities specific to each age group:

Elementary School

Continue to offer creative summer Vacation Bible School to serve our members and the wider community.

Middle School Youth

1. By 2020 grow our Acolyte Program by 25%.
2. Re-envision our youth program for middle school, looking at the past success of Rite 13 and other available options.

High School Youth

1. Include a focus on fellowship, teaching, prayer and story-telling in faith formation for teens.
2. Re-envision our youth program for high school, looking at the past success of J2A and other available options.

Measurement:

Implementation of strategies listed above. Statistics of family participation by age cohort at the beginning and end of the school year. Increases within the year and from year to year for the duration of the plan.

Objective 2:

By 2020 increase by 5 % the number of adults who are engaged in the Christian faith and life as evidenced by their participation in Confirmation/Reception/Reaffirmation as reported for the Parochial Report and by their participation in parish life.

Strategies/Activities:

1. In the 2017-18 program year, create different classes for different levels of Christian formation and exposure (using both our existing “Foundations of Faith” program and methodology for those with a faith background and offering new programs for those with little church and faith backgrounds – such as “Transforming Questions”).
2. Offer 3 classes per year at the levels that meet the needs of the group.
3. Ask for feedback through evaluations and revise curricula accordingly.

Measurement:

Monitor yearly for the next three years. Track the number of classes, the number of people in the classes, the number of those with a faith background and the number attending without a faith background. Track the number of people who, after the class, are engaged in the Christian faith and life as evidenced by their participation in activities such as Confirmation/Reception/Reaffirmation as reported for the Parochial Report and by their participation in parish life. Each class will be reviewed at the six month and one year mark from completion to gauge the level of participation by the class members.

Objective 3:

Increase participation in adult Christian formation programs.

Strategies/Activities:

1. By the fall of 2017 create an adult Christian formation committee that will identify a diversity of topics of interest and offerings.
2. In the fall of 2017 revive adult forums at least once a month.
3. Initiate in winter 2017-18 a discussion series on current topics which will draw members of St. Paul's and the wider community.
4. Install a "suggestion box" in the courtyard and on-line to enable parishioners to suggest ideas and topics of interest.

Measurement:

Increased participation as evident in Parochial Report and attention to course/program evaluations by participants.

Objective 4:

By 2018, establish a permanent home for a library serving all age groups to encourage reading and meditating on God's holy Word.

Strategies/Activities:

1. Find a comfortable, welcoming and easily accessible spot.
2. Appeal for donations of suitable books to add to those already available.
3. Discuss what can be donated from the unsold books in the church's bookstore.
4. Create and offer reading lists of new books, vetted by clergy and laity, on spiritual and theological subjects as a resource for all – those who prefer to do their reading electronically and those who prefer print books.

Measurement:

By 2018 the parish will have a functioning library with books and audio visual resources for the parish.

Objective 5:

Support the Seekers in the implementation of their strategic plan to grow stronger in their mission as a safe community of hope, service, and spiritual growth within St. Paul's.

Strategies/Activities:

1. The Vestry will continue its dialogue with the Seekers in order to continue to understand how the lay leadership and resources of the church can help the Seekers meet their goals.
2. St. Paul's will be intentional about inviting and welcoming the Seekers as participants in all aspects of the life of the parish.

Measurement:

Achievement of goals identified in the Seekers strategic plan.

VISION 2020 TIMELINE

SUMMER 2017

Establish baselines of parish member participation in life of the parish.

Calendar of deadlines for posting activity announcements will be available.

All approved activity announcements are publicized across all appropriate St. Paul's communication platforms.

Provide a way of tracking fellowship activities - the number of participants at each activity, the frequency of the activity, and feedback from participants.

GOALS

1. Grow Our Membership
2. Enhance Our Spiritual Vitality
3. Increase Fellowship Opportunities for Parishioners
4. Reach Out to Those Broken by Life Circumstances
5. Strengthen Christian Education and Spiritual Formation

BY FALL 2017

Engage, raise-up and train a team of mentors and church school teachers for children and youth of all ages.

Provide a way of tracking fellowship activities - the number of participants at each activity, the frequency of the activity, and feedback from participants.

SEPTEMBER 2017

Kick off and Conduct Membership Campaign.

Schedule an “Invite Someone to Church” initiative.

BY FALL 2017

Engage, raise-up and train a team of mentors and church school teachers for children and youth of all ages.

Create an Adult Christian Formation Committee. Revive and offer Adult Forums at least once a month.

Identify the profiles of all currently active fellowship activities at St. Paul's, the people leading them, the number of participants, and their strengths and weaknesses.

WINTER 2017

Initiate a discussion series on current topics of interest to members of St. Paul's and the larger community.

BY THE END OF 2017

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- Determine the number of current Stephen Ministers, their qualifications, and their willingness to serve.
- Train and commission two new Lay Healing Ministers and Lay Eucharistic Visitors.
- Vestry will review past and current support for key outreach activities, evaluate level of commitment and develop a method for making funding level decisions and identify sources of funding.
- If necessary, provide funding for the training and certification, or retraining and recertification, of two Stephen Ministry leaders in order to successfully reestablish Stephen Ministries.
- Establish effective communication procedures for the transmission of information about needs within the parish to those who can provide help, utilizing the structures of pastoral care.

- Establish a permanent home for a library serving all age groups to encourage reading and meditating on God's holy Word.

- Create a St. Paul's Committee on Interfaith Relations.

- Create a Fellowship Committee.

2017-2018

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- **Create different classes for different levels of Christian formation and exposure – for those with a faith background and for those with little church and faith backgrounds. Offer 3 adult classes at the levels that meet the needs of the groups. Ask for feedback through evaluations and revise curricula accordingly.**

FEBRUARY 2018

Kick off and Conduct Membership Campaign.

Schedule an “Invite Someone to Church” initiative.

SEPTEMBER 2018

Kick off and Conduct Membership Campaign.

Schedule an “Invite Someone to Church” initiative.

Implement at least three new fellowship activities and track their participation numbers and feedback.

Train and commission two new Lay Healing Ministers and Lay Eucharistic Visitors.

Offer Adult Forums at least once a month.



BY THE END OF 2018

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- Financial support from parish budget will be distributed by a specific percentage designation (local concerns; regional, national/international; and catastrophic emergency response).
- Identify and establish a parish directory of resources, agencies, contact names and information to be used for referrals of needed services beyond the scope of Stephen Ministers and clergy.
- Have in place a third fully trained and certified Stephen Ministry leader.

2018-2019

- Offer 3 adult classes at the levels that meet the needs of the groups. Ask for feedback through evaluations and revise curricula accordingly

FEBRUARY 2019

Kick off and Conduct Membership Campaign.

Schedule an “Invite Someone to Church” initiative.

SEPTEMBER 2019

Kick off and Conduct Membership Campaign.

Schedule an “Invite Someone to Church” initiative.



Implement at least three new fellowship activities and track their participation numbers and feedback.

Train and commission two new Lay Healing Ministers and Lay Eucharistic Visitors.

Offer Adult Forums at least once a month.

Re-ask five questions related to level of Spiritual Vitality on CAT and identify a team to review responses and compare 2019 level to 2026 level.



BY THE END OF 2019

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- Increase average weekend attendance at our services by 3%.
- Increase engagement of parishioners in the life of the parish by 5%.

- Increase the engagement of current member families with children and youth by 5% and new families by 3%.
- Increase by 5% the number of adults who are engaged in the Christian faith and life as evidenced by their participation in Confirmation/Reception/Reaffirmation as reported for the Parochial Report and by their participation in parish life.
- Grow our Acolyte Program by 25%.

- Stable, sufficient, and sustainable support will be achieved for key outreach activities, which include the various elements of CROS Ministries, Family Promise, Paul's Place, and select regional, national, and international efforts.
- Stable, sufficient, and sustainable support will be achieved for key in-reach activities to those within St. Paul's struggling with life's circumstances.
- The Vestry shall assure the provision of funding levels for outreach as determined in 2019.
- There will be a sufficient number of Stephen Ministers to meet parish demand.
- One or more working, hands-on mission trips will have been made available to congregation.

2019-2020

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- Offer 3 adult classes at the levels that meet the needs of the groups. Ask for feedback through evaluations and revise curricula accordingly.

FEBRUARY 2020

Kick off and Conduct Membership Campaign.

Schedule an “Invite Someone to Church” initiative.

SEPTEMBER 2020

Kick off and Conduct Membership Campaign.

Schedule an “Invite Someone to Church” initiative.

Implement at least three new fellowship activities and track their participation numbers and feedback.

Train and commission two new Lay Healing Ministers and Lay Eucharistic Visitors.

Offer Adult Forums at least once a month.

ON-GOING ACTIVITIES

Quarterly review of Average Weekend Attendance.

Monthly Recognition of a volunteer ministry.

Quarterly review of participation log book.

2x/year monitoring of numbers of participants in on-going and short-term spiritual ministries and offerings and review of evaluative feedback.

Yearly monitoring for three years of adult education classes.

St. Paul's Episcopal Church Vestry 2017

Lorraine Sciara-Kelley, *Senior Warden*, George Daniell, *Junior Warden*, Rev. Paul Kane, *Rector*,
Ronald Backer, Craig Dickmann, Jennifer Kilpatrick, Stephen Linebaugh, Daniel Murtaugh,
Sandra Norman, John Putnam, Margo Vuicich, Ellen Walton, and Phillip Wotton

Robert Chapin, *Chancellor*

John Parke, *Treasurer*

Elizabeth George, *Recording Secretary*

Vision 2020 Strategic Planning Team

Kristen Murtaugh, *Co-Chair*, Lorraine Sciara-Kelley, *Co-Chair*

Deborah Cartwright-Clough, George Daniell, Rev. Kathleen Gannon, Catherine Hinds, Rev. Paul Kane,
William (Buff) Miner, Henry (Punch) Peterson

New Committees Created by the Vision 2020 Strategic Plan

- Church School and Youth Leadership Team
- Adult Christian Formation Committee
- Church Ambassadors
- Fellowship Committee
- Interfaith Relations Committee

Grow Our Membership Goal Committee

George Daniell, *Co-Chair*, Catherine Hinds, *Co-Chair*,
Andrew Carter, Elizabeth George, Punch Peterson, John Putnam, Rev. Helen Trainor

Enhance Our Spiritual Vitality Goal Committee

Rev. David Angelica, *Co-Chair*, Barbara Filipowski, *Co-Chair*,
Jeanne Farnsworth, Otto Paier, Edward Stieve, Ellen Walton, Chris West

Increase Fellowship Opportunities Goal Committee

Buff Miner, *Co-Chair*, John Putnam, *Co-Chair*
Nancy Armstrong, Bill Hurd, Valerie Smith, Jane Van Gigch

Reach Out to Those Broken by Life's Circumstance Goal Committee

Michael Armstrong, *Co-Chair*, Nancy Hurd, *Co-Chair*
Deborah Cartwright-Clough, Alex Kurlychek, Sharon Kurlychek, Stephen Linebaugh, Matina Nimpie

Strengthen Christian Education and Spiritual Formation Goal Committee

Tim Kilpatrick, *Co-Chair*, Diana Tyson, *Co-Chair*
Rev. Kathleen Gannon, Ruth Hayhoe, Jennifer Kilpatrick, Isabel Hernandez