

November 17, 2009

Dear Fellow Parishioner,

The Vestry initiated the Parish Strategy Plan process earlier this year in order to more clearly define and align St. Matthew's future direction and priorities and set the course for our programs, resource allocations, and development for the next five years. All stakeholders have been invited to participate in the planning process including members of the Parish and Day School community. The Parish Strategy Plan has been developed in alignment with the Day School Strategy Plan that was completed in 2008.

Our Parish Strategy Plan process began with visioning sessions in June (75 participants), followed by the Parish-wide survey in August (200 respondents), a two day planning workshop in September (38 participants), and two Parish Town Hall meetings in early November (110 attendees). The nine major initiative areas that have emerged from this process are Membership, Worship, Programs, Music, Education, Outreach, Finances, Clergy/Staff/Volunteers, and Facilities. For each of these initiative areas, the Strategy Plan includes 15 year goals, milestones, and action steps that are detailed in the attached material.

Each parishioner is asked to become an informed and engaged partner in the future of our Parish by volunteering to serve on at least one of the many committees and task forces setting out to implement our Strategy Plan initiatives and by making their annual pledge of financial support to the Parish and its mission.

Thank you,

Your Strategy Plan Steering Committee

Rev. Eric Hinds	Mark McKee
Kirk Baldwin	Martha McKenna
Dan Callaghan	Whitney Simonds
Chris Dillon	John Stephenson
Mike McCall	

Membership

15 Year Goal:

Our membership has tripled in size from 2009 by attracting, engaging, and retaining a diverse congregation because we are perceived as a dynamic, active, welcoming, and caring parish community.

Milestones:

- 10 Year Milestone: Membership has doubled from 2009
- 5 Year Milestone: Membership has increased 50% from 2009
- 3 Year Milestone: Membership has increased 20% from 2009
- 1 Year Milestone: Membership has stayed the same as 2009

Action Steps:

Charter Membership Development Task Force and identify leaders:

- *Develop newcomer attraction and retention program
 - Conduct external benchmarking study of best practices of other churches
 - Determine why newcomers are coming
 - Develop plan to engage newcomers once they arrive
- *Develop communication program for newcomers and current membership
 - Communicate what programs, ministries, and services are available
 - Educate parishioners on inviting prospective new members
 - Target outreach to young families and Day School families who are not parishioners
- *Composition of task force to include:
 - Newcomers and diverse representation of congregation
 - Hospitality Committee, Greeters, and Youth Group leaders
 - Communication and marketing skills

Worship

15 Year Goal:

We offer a broad range of excellent quality Episcopal worship experiences to meet our members' spiritual needs.

Milestones:

- 10 Year Milestone: 3 or more worship services per weekend
- 5 Year Milestone: 1 or more alternative weekend worship service offered (e.g. Saturday night, contemporary, Spanish speaking, youth conducted)
- 3 Year Milestone: Initiate trials of alternative weekend worship services
- 1 Year Milestone: Continue to provide 2 Sunday worship services

Action Steps:

Charter "New Worship" Task Force and identify leaders:

- *Determine worship service and schedule needs of current parishioners and potential membership
 - Survey parishioners
 - Conduct external benchmarking study of other churches
- *Analyze feasibility of providing alternative weekend worship service formats (e.g. Saturday night, contemporary, Spanish speaking, youth conducted)
 - Determine level of parish support
 - Determine staffing needs
 - Determine resources required

Programs

15 Year Goal:

We provide cradle to grave programs which engage every parishioner in at least 1 program or ministry other than Sunday worship (e.g. education, outreach, inreach, music, or fellowship).

Milestones:

- 10 Year Milestones: 100% of programs in place
80% of parishioners engaged
- 5 Year Milestones: 90% of programs in place
60% of parishioners engaged
- 3 Year Milestones: 75% of programs in place
40% of parishioners engaged
- 1 Year Milestones: Determine % of target programs in place
Determine % of parishioners engaged

Action Steps:

Charter Program Task Force and identify leaders:

- *Analyze current programs
 - Identify age segments, interest groups, and program types
 - Audit programs versus needs
- *Develop future programs
 - Define target future program offering and cost, in particular for youth in social and religious areas, young adults, young families, and seniors
 - Recruit and train program leaders
 - Procure funding for programs
- *Develop leadership structure for full array of programs
- *Design feedback process for evaluation of program effectiveness

Music

15 Year Goal:

We have developed and extended our music programs so that they attract and involve the community at all ages and have helped to grow our parish.

Milestones:

- 10 Year Milestones: 10 concerts per year featuring multiple ensembles (choral & instrumental)
Choral and instrumental instruction program initiated
Music lecture series initiated
- 5 Year Milestones: 6 concerts per year
Church instrumental ensemble expanded to include community members
Instrument donation and loan program in place
- 3 Year Milestones: 4 concerts per year
Church youth choral ensemble expanded to include community members
Church instrumental ensemble formed
Instrument donation program initiated
- 1 Year Milestone: 2 concerts per year
Church youth choral ensemble formed

Action Steps:

Form Music Steering Committee focusing on:

- *Develop and expand concert series
- *Develop choral and instrumental ensembles
- *Explore collaboration with Day School music programs
- *Attract and involve the community
- *Analyze alternative structures for youth choral and/or instrumental music program

Education

15 Year Goal:

We have developed and extended our education programs so that they attract and involve the community at all ages and have helped to grow our parish.

Milestones:

- 10 Year Milestone: Sunday School attendance growing in line with parish membership
8 new adult education programs per year versus 2009
Feasibility study of Episcopal High School has been initiated
- 5 Year Milestones: Sunday School attendance growing in line with parish membership
6 new adult education programs per year versus 2009
- 3 Year Milestone: Sunday School attendance growing in line with parish membership
4 new adult education programs per year versus 2009
Feasibility and desirability of Day School expanding to 2 classes per grade level has been determined
- 1 Year Milestone: Sunday School attendance growing in line with parish membership
2 new adult education programs per year versus 2009
Initiate new teaching series to explore one topic in depth

Action Steps:

- Children, Youth, and Families Committee to evaluate existing education programs for children, youth, and families
- Form Adult Education Committee to determine and develop new education programs for adults (e.g. Christian applications to current events, introduction to St. Matthew's and the Episcopal Church)
- Utilize Day School Board, staff, and parents to determine feasibility of Day School expansion and increased financial aid

Outreach

15 Year Goal:

Our community sees and feels the positive influence and impact St. Matthew's has on the community through its many outreach programs.

Milestones:

- 10 Year Milestone: Community views us as key supporters in at least 4 focus areas
- 5 Year Milestone: Community views us as key supporters in 3 focus areas
Parish after school tutoring program has expanded to second school
- 3 Year Milestones: Community views us a key supporter in 2 focus areas
Broader group of people (e.g. community, Day School, parishioners) are active in parish after school tutoring program
Clear outreach strategy is articulated and is consistent with Millenium Development Goals (MDG)
International and domestic mission trips launched with adults and youth
- 1 Year Milestone: Community views us as key supporter in 1 focus area (i.e. education)
Expanded parish after school tutoring program to serve 4 more students

Action Steps:

Form Outreach Steering Committee to:

- *Identify existing outreach programs
- *Develop process for evaluating, prioritizing, focusing, and coordinating projects of parish groups
- *Form partnerships/collaborations with other church and community organizations (e.g. Area Ministry)
- *Recruit additional volunteers for parish after school tutoring program
- *Develop outreach strategy that is consistent with MDGs

Finances

15 Year Goal:

Parishioners are so engaged and informed that they are inspired to provide the resources needed to support our programs and ministries and make us financially secure.

Milestones:

- 10 Year Milestones: 100% of parish households make annual financial pledge
100% increase in average annual financial pledge per household vs. 2009
- 5 Year Milestones: 100% of parish households make annual financial pledge
50% increase in average annual financial pledge per household vs. 2009
Complete 150th Anniversary Capital Campaign
- 3 Year Milestones: 100% of parish households make pledge
30% increase in average annual financial pledge per household vs. 2009
Initiate 150th Anniversary Capital Campaign
- 1 Year Milestones: 80% of parish households make pledge
10% increase in average annual financial pledge per household vs. 2009

Action Steps:

Charter Financial Resources Steering Committee:

- *Provide transparency on parish finances and 2010-2014 budget
- *Provide education programs on stewardship and reasons for giving
- *Educate congregation on parish's financial expenses and communicate financial needs more clearly
- *Identify financial resources required to fulfill 15 year goals
- *Conduct external benchmarking study of other churches
- *Committee composition to include:
 - Vestry Treasurer
 - Stewardship Committee
 - Planned Giving Committee
 - Finance Committee
 - Financial and operations management skills

Clergy, Staff, & Volunteers

15 Year Goal:

Our clergy, staff, and volunteers are qualified, trained, supported, equipped, compensated, and structured appropriately in order to meet our other parish goals.

Milestones:

- 10 Year Milestone: University of volunteers in place
Annual leadership workshop hosted for other parishes
- 5 Year Milestone: Processes established for dynamic feedback among congregation, community, and C/S/V
First workshop offered to other parishes on volunteer management of church programs
- 3 Year Milestone: Volunteer recruitment and training program in place
Website and social networking up and running
- 1 Year Milestone: Volunteer Coordinating Committee and database established

Action Steps:

Charter Parish Personnel Committee to:

- *Develop/update staff job descriptions
- *Update operations manual

Charter Volunteer Coordinating Committee to:

- *Establish volunteer database
- *Clarify mission of each parish organization

Vestry to:

- *Build “dashboard” of key parish performance metrics
- *Research and evaluate website and other social networking opportunities and determine resources required

Facilities

15 Year Goal:

We have the facilities, space, and infrastructure to support and drive our other goals related to church, Day School and community (e.g. gym, auditorium/theatre, parking, and dedicated meeting room).

Milestones:

- 10 Year Milestone: Facilities expanded according to master plan (Phase III)
- 5 Year Milestone: Facilities expanded according to master plan (Phase II)
- 3 Year Milestone: Facilities expanded according to master plan (Phase I)
- 1 Year Milestone: Campus master plan completed and approved
Condition of church roof determined

Action Steps:

Vestry and Day School Board to:

- *Charter, review, and reach agreement on campus master plan designed to support Parish and Day School missions and programs
- *Analyze financing alternatives for capital improvements