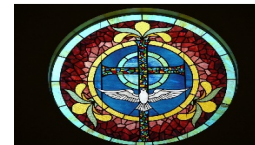


St Matthew's Strategic Plan Congregation Brief

Bishop Elect's Charter...

"Growth and Unity"



St Matthew's
Episcopal Church



St Matthew's
Episcopal Church

Task Force Charter and Members

Charter

For the Congregation, develop an executable Strategic Plan reflecting our Church vision to 2035

Members for All or Parts of Year

- Father Chris
- June Barr (partial)
- Rebecca Franz
- Mike Hamilton - Facilitator
- Will King (partial)
- Jonathan Magee
- Al Maiorano
- Melanie Pezzula
- Marie Smith (partial)
- Jason Vaughn
- Sheila Weaver (partial)
- Youth : Clara Bagwell
- Youth: Charles Glasgow



- It traces the process used to determine the recommended actions presented in this brief
- Is based on Father Chris' Faith Vision – plan is completely traceable to that vision
- Top Down Study...some parts of bottoms-up missing
 - Seeks to resolve Church “gaps”/shortfalls for future planning and action, not what St Matthew's is already doing well
 - To fill these gaps/shortfalls, presents a series of “Efforts” recommended to be taken on by the Congregation
 - ◆ Efforts categorized into 5 functional areas: Worship, Ministry, Education, Discipleship, Resource Development
- Integrates past and recent survey results, and the ideas of the Task Force members
- Recommendations resulted from in-depth study -- and the hard work by team

A Strategic Plan is a “living document” and should be continually updated as needed by the Vestry, and Congregation



St Matthew's
Episcopal Church

Topics and Planning Path

- Formation of Task Force, and Planning Resources Available
- Father Chris' Faith Vision, then developing enablers for that Vision
- Review of past Church Surveys
- Church Environment and Conviction lists completed
- St Matthew's Self-Assessment (Strengths, Weaknesses, Opportunities, and Threats (SWOT))
- Weaknesses and Opportunities Ranking
- Development of Congregation survey, Survey Distribution, and Analysis
- Development of Strategic Plan Efforts (quads) aligned to Weakness and Opportunity Ranking, and Survey
- Strategic Plan Organization and Prioritization Completed
- Development of Vestry Brief and Recommendations



St Matthew's
Episcopal Church

Planning Resources Available

- There is no Diocese Strategic or Long-Range Plan
- “Call Survey” for Father Chris
- Old Long-Range Building Plan
- Existing St Matthew’s Vision and Mission Statements
 - Mission: To walk with Jesus; Be with Jesus; and let Him be known.
 - Vision: “You shall love the Lord your God with all your heart, and with all your soul, and with all your strength, and with all your mind; and your neighbor as yourself.” Luke 10:27



St Matthew's
Episcopal Church

Strategic Planning – Father Chris' Faith Vision

Q. What is the Mission of the Church?

A. The mission of the church is to restore all people to unity with God and each other in Christ. (BCP p. 855)

With this mission as our central directive, St. Matthew's will advance the kingdom of God ...

Through:

Our Worship, Christian Education, Service, and Fellowship.

With Focus given to:

Community – A Body committed to the pursuit of Jesus Christ while living as One together as All.

Inclusion – Everyone is welcome at Our Lord's Altar regardless of ethnic, racial, sexual orientation, background or socio/political positions.

Grace – Sufficient for all; no one approaches the Altar requiring more or less grace than any other.

Becoming – Each individual, as well the corporate Body, is transforming into what the Holy Spirit breathes.

Spirituality – The depth of our intimacy with God, rather than attendance or giving will measure our growth.

Acts 42: 46-47

They broke bread in their homes and ate together with glad and sincere hearts, praising God and enjoying the favor of all people, AND the Lord added to their number daily those who were being saved.

Amen

How is this vision enabled?



St Matthew's Episcopal Church

Strategic Planning – Father Chris' Faith Vision Enablers

Community –

- Have a “plan your visit” option on the website to gather name and contact information of potential visitors. (example: <https://flewellyn.org/>)
- Activities like Pig Roast and 5oclock Potlucks
- Do more community involved activities at our church, other churches or in the public: reach out to other groups helping with their projects
- Reach out to our community: single parents, elderly or family specifically for repairs, needs or big projects
- Construction of additional structures supporting existing community gatherings - a pavilion for the annual pig roast, fire pit for the youth, etc.
- Outreach programs/charity/volunteering in the community; Boy and Girl Scout programs at church
- We need to make everyone feel welcome and included. Have people helping and greeting newcomers and others.

Inclusion –

- Outreach to demographics that are historically underrepresented at St. Matthew's (Especially College-Aged Young Adults)
- Providing accommodations for those with physical handicaps at community gatherings (such as Fat Tuesday, Pig Roast, etc.)
- LEV
- Inreach Committee - Promote the fact that everyone is important, everyone is heard
- More frequent home Eucharist (bring church to the people)
- Improved coffee hour (better snacks) that encourages people to stay and mingle afterward
- Fun/educational events specifically for ethnic, racial and sexual orientation. Special welcome/inclusion of Military families “passing through” on a 3 year tour
- Provide services targeted towards a variety of sub-groups (example: homework/tutor nights for working parents with school children, soup-and-snack night to promote fellowship)
- Have multiple people posting for St. Matt's media to communicate a variety of “voices”, following and interacting with members on social media

Grace –

- The importance of Eucharist/Service
- Regular Small Groups where people can share their personal difficulties in a non-judgmental setting.
- Know more about the other members in church, their personal stories and faith journeys - Not sure what format...
- Providing a place where anonymous prayer requests can be addressed with regards to sensitive matters



St Matthew's Episcopal Church

Strategic Planning – Father Chris' Faith Vision Enablers

Becoming – .

- Increase the visibility and frequency of interaction of the Rector with parishioners (
- More structured Christian education programs
- Outreach
- Map out certain goals all should try to achieve in their lifetime toward their relationship with God and each other
- Creating opportunities for people to discover their own giftings
- Creating opportunities for people who have discovered their giftings to use them
- An avenue in which legacy church members can provide “mentorship” to newer church members
- Flexibility in existing church group schedules’ to be as inclusive as possible

Spirituality –

- Proper elucidation of what “spirituality” at St. Matthew's is/looks like
- Select and hire an Associate Rector/Priest
- Cursillo Movement
- Have older generations be mentors to younger generations. One-on-one spirituality partners (for those interested) to encourage growing a relationship with God
- Assess the content and participation of Adult and Children Sunday School classes – are they meeting Father Chris' vision
- Don't permit shaming of those not attending church every Sunday. Maybe provide a way for people to share the other ways they worship or have a relationship with God. Encourage pictures on our Facebook page and/or Website. Maybe some short stories as well
- Candid evaluation of current practices to ensuring spirituality is not drowned out by more tangible metrics such as attendance and revenue
- Is God present and put first? I don't know how to quantify or measure this. I just know that our family visited another church in town, and as much as we wanted to like it, it just seemed spiritually frozen, no movement or excitement in the congregation.



St Matthew's Episcopal Church

Environment

- There are a growing number of youth attending St Matthews. Madison will continue to be the #1 choice in the area for families with school-aged children
- Widening of Hughes Road increases the number of people passing our Church. Efforts like the Bell Tower and Church Sign could be effective in drawing new members
- A lot of Church Competition on Hughes Rd
- Great Location: Center of the City, conveniently near major collector roads, adjacent to a High School, accessed by multi-use paths, and may eventually have access to the Mill Creek Greenway via these multi-use paths
- Many denominations are currently (or becoming) less inclusive. We are inclusive!
- Many are attracted to Liturgical worship, and may not even realize it. We are Liturgical!
- Many are moving to this area from other parts of the country where Liturgical worship is more prevalent. We are Liturgical!
- Electronic/digital and social media are essential communication tools to attract, retain, and sustain the congregation
- Many couples, especially young couples, are two-earner/two-worker homes – some work weekends
- Attraction to a church home today seems less about a particular denomination and more about the church family/environment/support infrastructure provided.
- Real estate in Madison increases in value. If we are looking to grow our campus, now is the time to look to do that (if affordable)
- The mortgage will continue to be a drag on our ability to grow, deliver useful support to parishioners, and our flexibility
- Many Church leaders and more involved/active parishioners are older individuals and couples who will likely be present for a long time
- Madison population growth is derived largely from working age families who will seek a dynamic church home reflecting these demographics
- A new elementary school is going to be built north of Kroger on Wall Triana Highway.
- There isn't an Episcopal church in the Madison county/ Harvest area, and new homes are being built there too.
- Tax increase from last fall to expand Bob Jones and James Clemens to accommodate for more students.
- Playground is limited to young children. Need something for older children, teens, and adults to enjoy and develop
- Today's extremely politicized environment has created an unfortunate dynamic which requires Church leadership to be clear in their words and actions
- 2015 Survey results - There are many valuable "take-aways" and hints to what parishioners seek

Some Take-aways...

- Great Location
- Great School System attracting families
- A lot of "Church competition"
- Attracting younger families to join and then participate requires vibrant programs



St Matthew's Episcopal Church

Convictions

- Madison is growing exponentially, St Matthews needs to grow with it
- To help fund future building activities, an Endowment Fund needs to be established and publicized
- Create a loving, welcoming and nurturing church environment making St Matthew's members and guests the first choice of church home in the Madison area
- Sunday School is an important part of Sunday Services – for children and adults
- St. Matthews needs an Associate Priest
- We are quickly outgrowing indoor fellowship areas where the entire congregation is invited. The narthex gets really congested immediately after worship. A redesign to encourage conversation/fellowship yet still facilitate flow and foot-traffic would be good.
- Surveys demonstrate non-churched individuals claim an interest in community and spirituality. We can offer both
- The Gospel of Christ appeals to everyone. We need to communicate it
- To increase our ability to grow, deliver useful support to parishioners, and our flexibility in decision-making, we must eliminate or substantially reduce the impact of the mortgage as quickly as possible
- St. Matthew's has a distinct culture of community participation and inclusion, and it is critical to any future growth
- To remain viable/vibrant in the future, we must attract, retain, and, most importantly, involve a substantial number of people in leading Church missions and activities. Retaining parishioners means involving parishioners
- Growth does not translate solely, or primarily, as new buildings and more facilities. It does rely on attracting new people to our Church family and its missions and activities.
- Our Church must become more visible as a vibrant community participant through activities and publicity.
- Funding "things" will yield less return than funding activities, involvement, and support.
- St. Matthews should help parishioners less fortunate by providing an account or endowment fund to help with their needs.
- Access to St. Matthews is limited to one car entrance. The limited access is a safety issue and will turn off some visitors
- St. Matthews needs to catch up with technology
- Once the Church's Strategic Plan is complete, a Church Campus Plan to match needs to be completed.
- To bring/keep younger families, there needs to be a better program for preschoolers and elementary school kids. We have VBS and Sunday school, but that's it.
- To help the EYC program thrive, Christian development needs to be incorporated into some of the events.

Some Take-aways...

- We need to grow with Madison
- Aspects of the Church Campus need to be added/expanded
- Need programs and publicity to attract younger families



Weaknesses

- 14 We are not visible to the local community physically or virtually
- 20 Episcopal Church is relatively unknown
- 17 We (and the Episcopal Church as a whole) don't do well in explaining who we are and what we believe
- 21 Liturgical Format
- 21 Adult education participation
- 12 Publicity using more current marketing tech/techniques
- 14 Age of congregation...tending toward too old
- 17 Need more 20-40 year old members and they need to participate and lead activities
- 23 Many people are drawn to larger churches
- 15 Lack of diversity
- 16 No outdoor space for teens/adults - outdoor space similar to Camp McDowell - covered, basketball court, activities area, etc.
- 18 Lack of indoor fellowship space for entire Church
- 16 Not enough meeting space on any given Sunday during Sunday school hour
- 18 Lack of a Campus plan
- 19 Narthex space does not support pre- and post Service needs
- 20 Single entrance to Campus
- 17 Visibility of church campus
- 19 Dormancy of Church Building Fund

- 16 St Matthew's has a moderate amount of debt
- 16 Lack of ability to contribute to an Endowment
- 22 Need better programs to address the spiritual needs of those who must work Sundays
- 20 Improving our sense of Church Family
- 14 Lack of an Associate Rector forces Father Chris to be spread too thin
- 19 The Church does not have Bibles available in the pews,
- 19 We don't seem to proactively new people to lead Church initiatives or Ministries.
- 16 To few community involvement efforts (neighborhood ministry)
- 20 Limited "attractions" to draw people to services. Few regular attendees outside of Sunday service.
- 25 Lack of day care????
- 14 More outdoor activities like walking, bird watching, etc.
- 26 Some people don't attend

Some Take-aways...

- Age of congregation (older)
- Participation of younger families – need for new programs
- Need for Associate Priest
- Changes/expansion of Campus needed
- Need new way to address spiritual needs of Congregation other than Sunday Service



Opportunities

- 14 Madison is exploding - we need to grow with it
- 14 Exploitation of location for publicity (Church Signage)
- 23 Good Schools nearby means young families to be attracted
- 17 Small group fellowship/learning (bike rides, etc.)
- 18 Offering more spiritual options (small groups, using tech for daily prayer, etc)
- 22 Spiritual potential (To Follow)
- 14 New Associate Priest opens many new doors for Spiritual and member growth
- 19 Father Chris-led class focusing on faith/grace in the 21st Century
- 17 Mentoring: not just from our seniors to our younger parishioners, but also teens to younger children
- 16 Have a variety of people posting to St Matthew's media – more voices from different perspectives
- 9 “get our message out” and attract new members, especially younger adults using media appropriate to them
- 13 Publicize/invite the Madison community to attend Church events such as concerts, pig roast, etc.
- 17 Digital Media: Get to know our parishioners better. Maybe a "parishioner of the week"? Highlights an individual/their family
- 20 Growing the congregation by extending an invitation to business and households near by or in the local area.
- 23 Education of the market (tell who we are & how we are different

- 13 Communications program for those moving to Madison (~ Church Profile created for finding a new Rector)
- 21 Improved coffee hour
- 15 Program to make active new members soon after joining
- 14 Draw younger adults into leadership roles for our Ministries
- 15 Growing the church through the youth and youth events
- 14 Attract the large number of high school age kids
- 18 Ensuring we provide ample opportunities to volunteer
- 23 Give people a reason to give, then celebrate accomplishments.
- 16 Providing fellowship opportunities for young professionals (working parents
- 19 Improving youth pro
- 23 Improving playgrou
- 18 Development of plan
- 21 Better approaches to buildings incurring a Ch
- 13 Increase St. Matthe
- 22 Canterbury Episco

Some Take-aways...

- Small group fellowship – action oriented (biking, etc.)
- New Associate Priest
- Improved media use to get our message out
- St Matthew's Team Participation in community volunteer events
- Invite community to use our facilities, attend our events



St Matthew's Episcopal Church

Grouping and Scoring, 9-14

- 9 “get our message out” and attract new members, especially younger adults using media appropriate to them
- 12 Publicity using more current marketing tech/techniques
- 13 Publicize/invite the Madison community to attend Church events such as concerts, pig roast, etc.
- 13 Communications program for those moving to Madison (~ Church Profile created for finding a new Rector)
- 13 Increase St. Matthew's participation in relevant community events
- 14 We are not visible to the local community physically or virtually
- 14 Exploitation of location for publicity (Church Signage)
- 14 Age of congregation...tending toward too old
- 14 Madison is exploding - we need to grow with it

- 14 New Associate Priest opens many new doors for Spiritual and member growth
- 14 Lack of an Associate Rector forces Father Chris to be spread too thin
- 14 More outdoor activities: build the firepit and pavilion, create hiking groups, bird watching, runners, cyclists...
- 14 Draw younger adults into leadership roles for our Ministries
- 14 Attract the large number of high school age kids

- Grouping of associated bullets from Environment, Convictions, SWOT
- Scored by TF, lower number is better
- This was compared to Church Survey results for validation



St Matthew's Episcopal Church

Grouping and Scoring, 15-19

- 15 Lack of diversity
- 16 Have a variety of people posting to St Matthew's media – more voices from different perspectives
- 16 To few community involvement efforts (neighborhood ministry)
- 16 Have a variety of people posting to St Matthew's media – more voices from different perspectives
- 17 Digital Media: Get to know our parishioners better. Maybe a "parishioner of the week"? Highlights an individual/their family
- 17 We (and the Episcopal Church as a whole) don't do well in explaining who we are and what we believe
- 17 Need more 20-40 year old members and they need to participate and lead activities
- 17 Visibility of church campus
- 17 Small group fellowship/learning (bike rides, etc.)
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- 19 Dormancy of Church Building Fund
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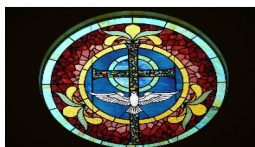
St Matthew's Episcopal Church

Grouping and Scoring, 20-27

- 20 Episcopal Church is relatively unknown
- 20 Improving our sense of Church Family
- 20 Limited “attractions” throughout the week outside of the Sunday services. Few regular and recurring draws to the Church outside Sunday service
- 20 Growing the congregation by extending an invitation to business and households near by or in the local area.
- 20 Single entrance to Campus
- 21 Liturgical Format
- 21 Adult education participation
- 21 Improved coffee hour
- 21 Better approaches to involving the Congregation in new programs/buildings incurring a Church Debt
- 22 Spiritual potential (To Follow)
- 22 Need better programs to address the spiritual needs of those who must work Sundays
- 22 Canterbury Episcopal Student Ministry at UAH.

- 23 Many people are drawn to larger churches
- 23 Education of the market (tell who we are & how we are different)
- 23 Good Schools nearby means young families to be attracted
- 23 Give people a reason to give, then celebrate accomplishments.
- 23 Improving playground areas for expanded use
- 25 Lack of day care
- 26 Some people don't agree with how open minded we are.

- Grouping of associated bullets from Environment, Convictions, SWOT
- Scored by TF, lower number is better
- This was compared to Church Survey results for validation



Strengths

- Church Location, plus Stained-Glass window can be seen from the road
- Father Chris
- Passionate Church leaders
- Ample growing room for Church Campus\
- Easily accessible church and location.
- Very educated congregation
- Inclusivity
- Traditional Liturgical worship service
- Diocesan connection to other parishes (not autonomous)
- Upholding Episcopal traditions
- Availability of a contemporary service.
- Three church services to accommodate people's schedules
- Music program is very good. Better than most in area
- 5 O'clock Band
- A warm, welcoming, and responsive congregation.
- Several cornerstone church-wide events are highly visible and well attended (handbell events, pig roast, theme dinner/auction nights).
- Parish Activity/Participation – Relative to the size of St. Matthew's parish, it is one of the most active parishes in the Diocese

- Cursillo Movement – St. Matthew's has an active Cursillo community that is growing
- Home Eucharist Initiative
- EYC is growing – great for teens...expanded for elementary children?
- Digital Outreach
- Many opportunities to serve in a ministry in the Church

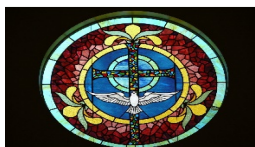
Checked for any new or different insights on Church gaps/Shortfalls – none really found



Threats

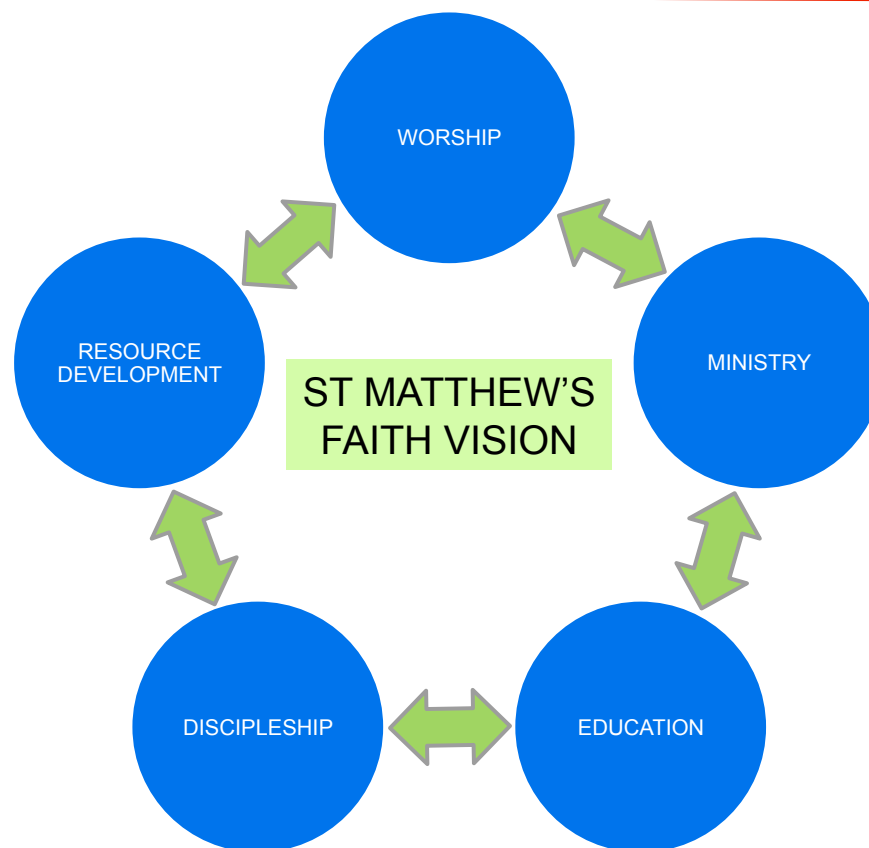
- Older/aging congregation will likely reduce their involvement in years to come
- Growth of Hughes Road – eminent domain
- So many churches near us...how are we different
- Several large, well-funded churches appear to offer everything
- Growing number of non-doms in Madison; people, especially younger families, turning away from traditional “high church”
- Political controversy between members of the church.
- Politics dividing the Congregation: Stay away from “hot bottom” wording evoking immediate negative counter responses
- Outgrowing our facilities
- Mortgage: Need to make sure its existence doesn't impact our ability to begin and sustain major new initiatives
- Most of the church property is very low and expansion will cost more due to flooding risk.
- Increased cost of living could increase facility expansion costs
- Current corona virus pandemic is likely to negatively impact the 2020 and potentially 2021 financial plan
- Apathy
- Fear
- People May choose to worship at home because of world events

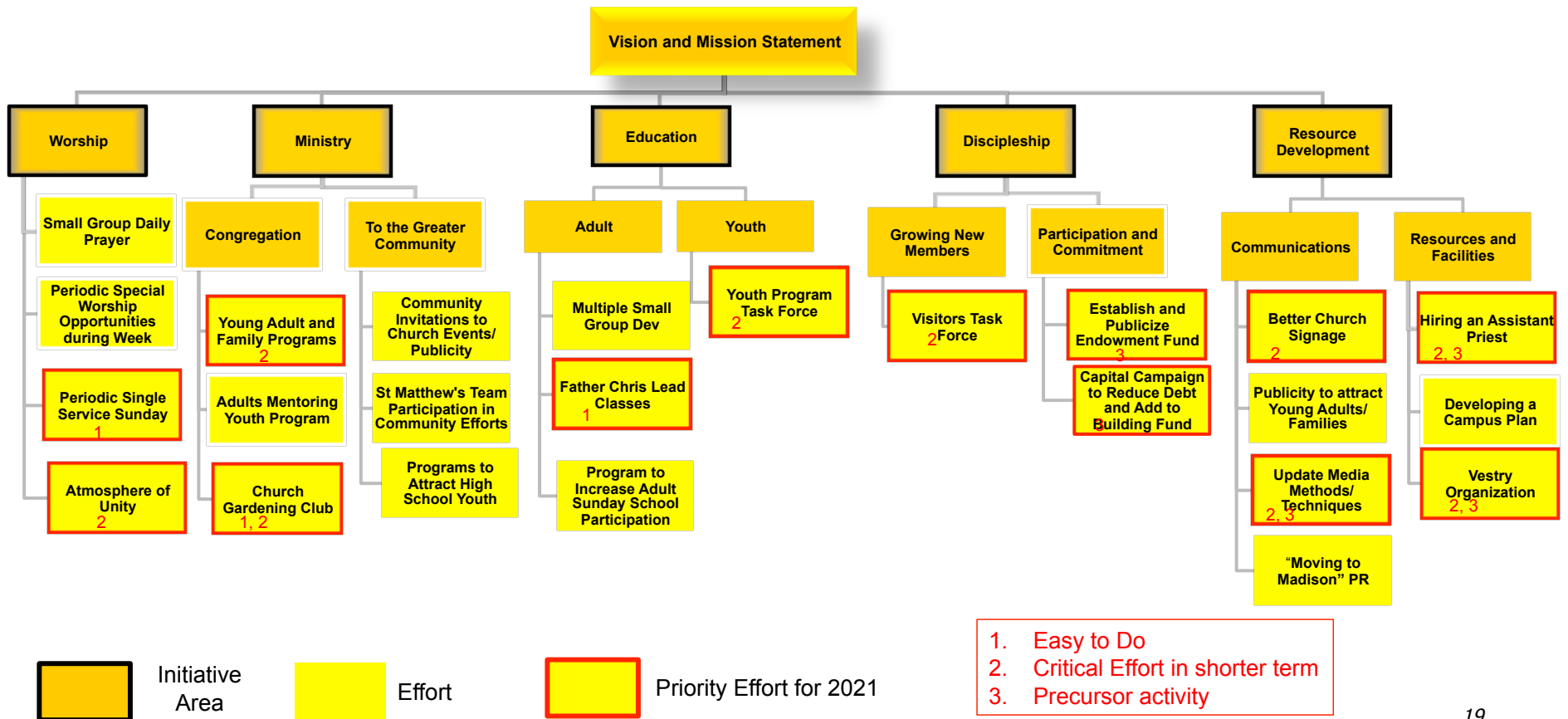
Checked for any new or different insights on Church gaps/Shortfalls – none really found



Organizing Planning Results

- The Strategic Planning process sought to uncover and resolve Church “gaps”/ shortfalls for future planning and action
- To fill these gaps/shortfalls, a series of “Efforts” recommended to be undertaken by the Congregation were identified and then described with individual Effort Quads
- For better understanding and prioritization, Efforts were aligned to their respective functional groups (Worship, Education, etc.) as defined in Father Chris’ “Faith Vision”







Small Group Daily Prayer

Effort

Overview

- Effort Lead: Jeanne Anderson and/or newly-formed leadership council
- Description: Small group focused on daily prayer and spiritual engagement, possibly with the help of technology
- Parish survey results and discussions within the Strategic Planning Task Force indicate a desire for small group daily prayer
- Overall objective is to create a small group who can engage in daily prayer to meet spiritual needs
- Effort Length: 3 months to stand up and on-going periodic governance and re-evaluation thereafter

Tasks to Be Completed

- Initiate a Small Group Daily Prayer focus group
- Determine mission and purpose (how this group will serve St. Matthew's, what needs will we meet/fulfill?)
- Develop structure and cadence (rotating schedule, prayer leaders, meeting virtually, in-person, how often, etc.)
- Establish Small Group Daily Prayer group leadership
- Create a plan to promote/advertise group to St. Matthew's community (bulletin, announcements, create a Google Group?)
- Determine how to interact with group
- Develop tutorial and resources for how to do daily prayer

Discussion

- The Strategic Planning Task Force Survey seemed to indicate a desire from the parish for more opportunities to grow spiritually
- Small group daily prayer can provide an additional opportunity for spiritual engagement
- Further spiritual needs or opportunities to offer service and support may organically develop from small group daily prayer. May also provide opportunity for small group fellowship
- Might need multiple leaders/volunteers. Daily prayer engagement would be a lot for one person to shoulder
- What does daily prayer mean to people?

Issues and Resources Needed

- Standing budget to purchase materials
- Ongoing engagement from council to provide group guidance
- Ongoing participation from group to keep daily prayer going

Funding					
Type	CY21	CY22	CY23	CY24	CY25
Distribution	\$0	\$750	\$750	\$750	\$750
One Time Cost	\$2500	0	0	0	0



Periodic Special Worship Opportunities During The Week

<u>Overview</u>	<u>Tasks to Be Completed</u> Effort
<ul style="list-style-type: none"> ● Effort Lead: TBD/ Clergy/ Laity ● Description: Having periodic special worship opportunities during the week would offer parishioners opportunities to explore other ways of worship and prayer and opportunities to deepen their spiritual lives. ● Effort Length: Approximately 2 months, possibly ongoing 	<ul style="list-style-type: none"> ● Survey parishioners about different spiritual opportunities they would like to see and what days and/or times that would work. ● Identify leaders (both lay and ordained) for these opportunities. ● Identify mode of delivery: online, hybrid, face to face. ● If supported, should there be a rotation of different services weekly (i.e. WO A one week, WO B, another week, etc.) ● If supported, technology needs and possible space needs ● If approved, add to worship/liturgy committee
<p style="text-align: center;"><u>Discussion</u></p> <ul style="list-style-type: none"> ● Offering different opportunities for spiritual growth outside of Christian Ed and Sunday worship would give space for nourishment during the week ● Periodic special services during the week would offer variety and opportunities for those who may not be able gather on Sundays due to work, etc. These could include Taize, Centering Prayer, Lectio Divina, etc. ● Could also open opportunities to bring in new members to the parish 	<p style="text-align: center;"><u>Issues and Resources Needed</u></p> <ul style="list-style-type: none"> ● Offering variety of options could get overwhelming and unwieldy without set schedule ● Use message board on road for additional advertising. ● Would we need a nursery? ● Keep people out of the nave and just use Gruman Hall? ● Offering technology training for facilitators and guidelines for use ● Possible software needs (Zoom Pro, etc.) ● Regarding Costs: Would need to understand the programs offered before estimating costs.



<p style="text-align: center;"><u>Overview</u></p> <ul style="list-style-type: none"> ● Effort Lead: TBD/ Fr Chris?? ● Description: A periodic single service on Sunday may provide an opportunity for parishioners to meet and engage other Church members they may otherwise rarely if ever meet. Provides a natural forum for follow on activities (Fellowship Lunch, Congregation Mtg, etc). ● Effort Length: 2 months potentially ongoing 	<p style="text-align: center;"><u>Tasks to Be Completed</u></p> <ul style="list-style-type: none"> ● Informally poll parishioners on support of periodic single service. Perhaps informal query by ushers before/after normal services ● Perhaps query congregation at annual meeting ● Identify likely head count. Parking adequate? Pew space? ● If supported, what is periodicity – once/month; once/quarter? ● If supported, how should service be different, if at all? Fr. Chris address “coffee hour?” After sermon messages to parish? ID Newcomers? ● If approved, develop and publicize.
<p style="text-align: center;"><u>Discussion</u></p> <ul style="list-style-type: none"> ● Current schedule of three Sunday services results in three distinct groups of worshipers who attend primarily, and often solely, that service, limiting interaction among and between the larger congregation ● A periodic single service would enable greater interaction among all parishioners ● Could use this single service to deliver and/or emphasize parish-wide messages and a venue for follow on activities (Fellowship, etc.) 	<p style="text-align: center;"><u>Issues and Resources Needed</u></p> <ul style="list-style-type: none"> ● Single service may be disruptive to parishioners who plan specific, recurring service and attendance times. ● Larger nursery oversight requirement. ● Parking and pew space might be a problem. ● Expanded Communion requirement?



Building An Atmosphere of Unity

2021 Effort

Overview

- Effort Lead – Rector/Priest
- Description - Creating Unity by determining a unified objective (Finding our Thing). Developing unity is more than drafting a mission statement. It requires community. One approach to accomplish unity is to decipher a common cause. The end goal is a shared ethos
- Effort Length – 6 Months to determine “Our Thing”, then ongoing

Tasks to Be Completed

- Listen to the Spirit through every conduit
- identify a unified intention by means of Spiritual Gift assessment and ministry interest garnering feedback via venues like
 - Focus Groups
 - Survey Monkey
- Supplement to this effort would be individual and group offerings to assist in gift identification
- The cross-section of where our expressed interest in ministry AND the application of our gifts will help identify our thing.
- Again, parish events, announcements

Discussion

- A community can identify itself more readily if there exists a unified front relative to a specific intention
- Indeed, our objective is to follow, emulate and advance the cause of Christ. However, this purpose may seem broad and generalized
- Disciplined discernment of what “Our Thing” might be and how each individual’s gifts apply requires directed seeking by the parish. This seeking, in itself, creates unity
- Then, the application of such discernment unifies further. The pursuit can be reinforced with teaching, counseling, and most importantly doing. Social/fun events may be used to reinforce the goal

Issues and Resources Needed

- Complacency, Hectic nature of our busy lives. Getting enough of the congregation participating to truly garner the correct “Thing”
- Funding needed will be determined by “Our Thing” once determined

Funding					
Type	CY21	CY22	CY23	CY24	CY25
Distribution					
One Time Cost					



Young Adult and Family Programs

2021 Effort

Overview

- Effort Lead: TBD by Vestry
- Description: Develop plan to revamp existing engagement efforts and to further the reach to young adults and families
- Survey and discussion has indicated the need to encourage participation through programming targeted to young adults and families
- Effort Length: 6 months to stand up and on-going periodic governance and re-evaluation thereafter

Tasks to Be Completed

- Create a committee/lead for effort
- Determine interests of young adults/families using surveys from committee and impacted groups in Church
- Develop ideas and plans to engage (parish events, community events, digital opportunities to get together)
- Establish a plan to promote/advertise new programming to St. Matthew's community. (If used for outreach, Church Sign/message board would be easy way to get word out to locals.)

Discussion

- Differentiate between what we have now vs. what we are looking for with young adult/family programs
- Find out how to engage UAH Canterbury and research other young adult/family groups at other churches
- What are the issues leading to lack of participation from young adult/families right now? Schedule? Childcare? Workload?
- What would success look like in creating additional programming for these groups?
- How can we measure successful engagement?
- Is this both in-reach and out-reach?

Issues and Resources Needed

- Standing budget for advertising and holding events
- Ongoing participation from group leaders
- Volunteers in the target groups (young adults/families)

Funding					
Type	CY21	CY22	CY23	CY24	CY25
Distribution	0	\$1500	\$1000	\$1000	\$1000
One Time Cost	\$2500				



Adults Mentoring Youth Program

<u>Overview</u>	<u>Tasks to Be Completed</u>	Effort																								
<ul style="list-style-type: none"> ● Effort Lead: Christian Education/Youth/TBD ● Description: Offer a program where adult members of the parish could be mentors to the youth of the parish. ● Effort Length: Approximately 6 months, possibly ongoing 	<ul style="list-style-type: none"> ● Survey parishioners to gauge interest within youth and adults. ● Identify leaders. ● Have mentors complete Safeguarding God's Children training before meeting with mentees. ● Create survey to enable pairing of mentors and mentees. ● If supported, technology needs and possible space needs 																									
<p style="text-align: center;"><u>Discussion</u></p> <ul style="list-style-type: none"> ● Program could involve monthly meetings between mentor and mentee after the 5:00 service, email encouragement, etc. ● Would connect older and younger members of the parish and build more community within the parish. Provides youth a chance to talk with another adult other than their parents ● Could also open opportunities to bring in new members to the parish 	<p style="text-align: center;"><u>Issues and Resources Needed</u></p> <ul style="list-style-type: none"> ● Ensuring equal balance of groups ● Keep people out of the nave and just use Gruman Hall? ● Offering technology training for facilitators and guidelines for use ● Possible software needs (Zoom Pro, etc.) <table border="1" data-bbox="1037 1078 1900 1305"> <thead> <tr> <th colspan="6" style="text-align: center;">Funding</th> </tr> <tr> <th>Type</th> <th>CY21</th> <th>CY22</th> <th>CY23</th> <th>CY24</th> <th>CY25</th> </tr> </thead> <tbody> <tr> <td>Yearly</td> <td>Would need to see program layout</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>One Time Cost</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Funding						Type	CY21	CY22	CY23	CY24	CY25	Yearly	Would need to see program layout					One Time Cost						
Funding																										
Type	CY21	CY22	CY23	CY24	CY25																					
Yearly	Would need to see program layout																									
One Time Cost																										



Overview

- Effort Lead: TBD by Vestry
- Description: An ongoing effort to develop gardens and beautify St. Matthews grounds.
 - Work with St. Matthews' Vestry, Strategic Planning Committee and Outreach to develop a vegetable garden to provide vegetables to less fortunate parishioners and support various food pantries.
 - Food pantries to be supported is TBD
- Effort Length: Phase I: 1 year/ Phase II: Indefinite (with regular reevaluation)

Tasks to Be Completed

- Phase I (First Year)
 - Establish a Garden Club at St. Matthew's.
 - Work with Vestry to identify potential garden locations.
 - Develop Garden Plan to include location of vegetable garden.
 - Begin implementation
- Phase II (Remaining Years)
 - Implement garden plan



Discussion

- Background:
 - St. Matthew's currently only has lawn care for grounds.
 - Shrubs and beds maintained by Junior Warden activities
 - Front beds in the entryway were established this year by a small group of parishioners.
 - Many parishioners have enjoyed the enhanced beauty of the entryway.
- The Garden Club would beautify the grounds, provide education to those interested in becoming better home gardeners, provide a food outreach to those in need, and provide a fellowship opportunity for parishioners.

Issues and Resources Needed

- Start-up of gardens may be slow due to growing seasons and when the club is established.
- Currently, parishioners have been buying flowers, plants, and supplies for the garden. Some support would be beneficial.

Funding					
Type	CY21	CY22	CY23	CY24	CY25
Distribution	\$1K	\$1K	\$1K	\$1K	\$1K
One Time Cost	\$0	0	0	0	0



St Matthew's
Episcopal Church

Community Invitations to Church Events/ Publicity

<p style="text-align: center;"><u>Overview</u></p>	<p style="text-align: center;"><u>Tasks to Be Completed</u></p>
<p style="text-align: center;"><u>Discussion</u></p> <ul style="list-style-type: none"> • Background: <ul style="list-style-type: none"> • St. Matthew's is an active and inclusive parish with a large number of regular church events • Church events present a unique opportunity to invite the community at large to be a part of St. Matthew's outside of the context of a liturgical service • Members of the community, after visiting, may want to try attending our services, join in other events, become a part of our Congregation 	<p style="text-align: center;"><u>Issues and Resources Needed</u></p> <ul style="list-style-type: none"> • Time and personnel to develop initial policies and guidelines • Budgeting in this instance is completely contingent on the type and quantity of events that are opened to the public • If event promotion exclusively utilizes methods already exist or are soon to exist at St. Matthew's no additional expenses would be incurred • Personnel responsible for implementation and reevaluation of policies and guidelines

Effort



St Matthew's
Episcopal Church

St Matthew's Team Participation in Community Efforts

Effort

<p style="text-align: center;"><u>Overview</u></p> <ul style="list-style-type: none"> • Effort Lead: TBD. Perhaps “Co-lead – one adult + one youth” • Description: Identify local community/Madison opportunities and initiatives to provide community volunteer opportunities for congregation. Ensure the St Matthews Team is identified by wearing of same T-Shirt, etc. • Effort Length: 6 months + ongoing 	<p style="text-align: center;"><u>Tasks to Be Completed</u></p> <ul style="list-style-type: none"> • Form a small group to research and identify Community effort opportunities. Select 2-3 initial opportunities. • ID Lead. Young adult Lead?? With adult/Vestry Mentor?? • Engage Men's Fellowship Group? EYC? Others in St. Matthews? • Potentially establish working relationship with Community Leads for 2-3 key volunteer initiatives (e.g., First Stop, Food Banks, Habitat For Humanity, community parades, others) • Investigate any opportunities with UAH Episcopal Youth • Publicize opportunities • Recognize volunteers – newsletter, website, others. Recognize Team on Hughes Rd Message Board 																								
<p style="text-align: center;"><u>Discussion</u></p> <ul style="list-style-type: none"> • Engage St. Matthew's adults and Youth in volunteering for Community efforts • Increase St. Matthew's community visibility through support of and active participation in Community efforts • Serves two purposes – we help our community and the community recognized our Church's contribution perhaps attracting new members • Use Church message board on Hughes Rd to Publicized our support again attracting new members • No better time than now! 	<p style="text-align: center;"><u>Issues and Resources Needed</u></p> <ul style="list-style-type: none"> • St Matthew's T-Shirt for volunteers/participants • Use of St Matthew's website / digital media • Hughes Road Message Board <table border="1" data-bbox="1079 1096 1885 1256"> <thead> <tr> <th colspan="6">Funding</th> </tr> <tr> <th>Type</th> <th>CY21</th> <th>CY22</th> <th>CY23</th> <th>CY24</th> <th>CY25</th> </tr> </thead> <tbody> <tr> <td>Salary</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Recurring Cost</td> <td>\$150</td> <td>\$150</td> <td>\$150</td> <td>\$150</td> <td>\$150</td> </tr> </tbody> </table>	Funding						Type	CY21	CY22	CY23	CY24	CY25	Salary	0	0	0	0	0	Recurring Cost	\$150	\$150	\$150	\$150	\$150
Funding																									
Type	CY21	CY22	CY23	CY24	CY25																				
Salary	0	0	0	0	0																				
Recurring Cost	\$150	\$150	\$150	\$150	\$150																				



Programs to Attract High School Youth

Effort

Overview

- Effort Lead: Youth Director
- Description: The goal is to attract high schoolers or other youth to the church and join the St. Matthews community
 - The church still needs a wide variety of people from young to elders. If there are more elderly people then all the activities will be for the older people, but if there is youth involved at church then there will be activities for everyone
 - We need programs and other activities to attract youth and other new members wanting to attend St. Matthews
- Effort Length: 3 months to develop ideas for programs, then enduring

Tasks to Be Completed

- Form a youth meeting/task force
- The group would need to develop ideas to attract more younger families and youth to the church
- Develop a project to do around the church such as a basket ballcourt or gaga ball pit.
- Post events that the EYC does around the year on social media
- Make a chart or graph to see if the youth is growing
- Develop more ideas to associate the youth in other activities
- Help other churches or invite other churches around the area and do activities with the youth

Discussion

- Background:
 - There really are few youth in the Church program. For many possible activities there is not "critical mass"
 - Example, if we wanted to host a sports event or some kind of activity, post the activity on the St. Matthew's website or other forms of social media for the church community, there would be few participants
- The goal would be to establish more youth in our community and develop more activities to bring them into the church

Issues and Resources Needed

- Depends on the activity that the church youth wants to do

Funding					
Type	CY21	CY22	CY23	CY24	CY25
Salary	0	0	0	0	0
Recurring Cost	\$150	\$150	\$150	\$150	\$150



Multiple Small Group Development

Effort

Overview

- Effort Lead: TBD by Vestry
- Description: Develop and implement topical small groups focused on support for challenges at various stages of life
- Small groups could be developed based on spiritual need, or where they are in life...with kids, without kids, kids gone...
- Effort Length: 6 months to stand up and on-going periodic governance and re-evaluation thereafter

Tasks to Be Completed

- Establish a governing body to provide guidance to small group leaders
- Determine areas of interest/needs for small groups
- Establish schedule and meeting locations for small groups
- Find volunteers and leaders

Discussion

- Discussion and the survey highlighted the desire for topical small groups at St. Matthews to reach populations at various life milestones. The purpose may be to provide support for and discussion about challenges, and a spiritual perspective.
- Differentiate between what we have now vs. what we want (discuss existing groups i.e., ECW, Men's prayer, Young Adults, and areas of improvement)
- Some ideas for target groups include college students, newly-married people, new parents, adults dealing with aging parents, empty-nesters.
- Could engage community SMEs? Example: Mark Lagory

Issues and Resources Needed

- Standing budget for small group events
- Ongoing participation from group leaders
- Volunteers in the target groups

Funding					
Type	CY21	CY22	CY23	CY24	CY25
Distribution	0	\$1500	\$1000	\$1000	\$1000
One Time Cost	\$2500				



Father Chris Led Christian Education Class

2021 Effort

Overview

- Effort Lead: Father Chris
- Description: Provide a Christian education class led and facilitated by Father Chris likely presented outside normal Sunday School hours
- The class would be provided during the normal Christian education season and is planned to last for a semester
- The class will be led by Father Chris or other suitable leader such as an associate priest, seminarian, or aspirant for holy order.
- Effort Length: Father Chris will require time to organize the first class given subject choice and scheduling around current efforts

Tasks to Be Completed

- Phase I
 - Define and establish the protocol for the class
 - Father Christ leads first Christian education class
 - Evaluate whether the class hits the mark
- Phase II
 - Continue class if well received
 - Assign and vary leaders as needed

Discussion

- There was a large demand for a Father Chris led Christian education class in the survey returns
- Having Father Chris teach a Christian education class would provide an environment for parishioners and Father Chris to interact and get to know one another
- Father Chris would define the type of class and structure of class
- Future classes could be led by an associate priest, seminarian or other person who agrees to serve
- Class may need to be offered outside the normal Sunday school hour

Issues and Resources Needed

- The class may take time to become accepted
- Timing may need to be adjusted to meet adults work schedules
- Multiple clergy leaders may be needed to help with class due to Fr. Chris' busy schedule
- Educational resources might be hard for some to purchase. Funding may be needed to be inclusive to all wanting to take class.

Funding					
Type	CY21	CY22	CY23	CY24	CY25
Distribution	\$200	\$200	\$200	\$200	\$200
One Time Cost	\$0	0	0	0	0



St Matthew's
Episcopal Church

Program to Increase Adult Sunday School Participation

<u>Overview</u>	<u>Tasks to Be Completed</u> Effort																								
<ul style="list-style-type: none"> ● Effort Lead: TBD/Laity/Possibly Clergy ● Description: Program to revitalize the existing offerings and offer new ones. ● Effort Length: Approximately 2 months, possibly ongoing 	<ul style="list-style-type: none"> ● Survey parishioners about different class offerings they would like to see and what days and/or times that would work. ● Identify leaders (both lay and ordained) for these opportunities. ● Identify mode of delivery: online, hybrid, face to face. ● Set an attendance goal for adults (50%, etc) ● If supported, technology needs and possible space needs 																								
<u>Discussion</u>	<u>Issues and Resources Needed</u>																								
<ul style="list-style-type: none"> ● Offer classes not only on Sunday mornings, but also other times during the week, possibly online. This would offer more flexibility. ● Have a space on the website, social media, etc. to list descriptions of the classes offered and advertise new classes. ● Offer a Sunday School/Christian Ed fair to showcase various offerings. ● An attendance goal should be set, and regular updates to the Congregation provided on that goal 	<ul style="list-style-type: none"> ● Offering variety of options could get overwhelming and unwieldy without set schedule ● Would we need a nursery? ● Space options based on number and size of groups. ● Offering technology training for facilitators and guidelines for use ● Costs will be dependent on programs offered. <table border="1" data-bbox="1052 1138 1917 1300"> <thead> <tr> <th colspan="6">Funding</th> </tr> <tr> <th>Type</th> <th>CY21</th> <th>CY22</th> <th>CY23</th> <th>CY24</th> <th>CY25</th> </tr> </thead> <tbody> <tr> <td>Yearly</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>One Time Cost</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Funding						Type	CY21	CY22	CY23	CY24	CY25	Yearly						One Time Cost					
Funding																									
Type	CY21	CY22	CY23	CY24	CY25																				
Yearly																									
One Time Cost																									



<p style="text-align: center;">Overview</p> <ul style="list-style-type: none"> ● Effort Lead - Mrs. Jann, a couple of youth volunteers, and Mrs. Mack if we get the younger kids involved. ● Get more youth to come to eyc events ● Reach out to the younger kids at our church (elementary school aged) to get them to look forward to joining the eyc and get them excited. ● Youth facilities 	<p style="text-align: center;">Tasks to Be Completed</p> <ul style="list-style-type: none"> ● Ask active youth members to invite their friends to eyc events, and have some of the active eyc members personally contact the youth members of the church that don't typically participate in eyc events. ● Once it is safe to meet in person, pick a Sunday afternoon in the fall and a Sunday afternoon in the spring to host elementary school kids to get them excited about joining eyc (Ice-cream, snacks, movie, games, etc) ● Finish current building plan so the Amy West House can just for eyc and not eyc and Sunday school kids. ● Raise money for materials so the eyc can build a fire-pit ● Eyc fundraisers
<p style="text-align: center;">Discussion</p> <ul style="list-style-type: none"> ● One thing that is great about our youth program is that it is just our family and friends; while we always welcome others to come, our program is special because of our close knit relationships. ● I think that the best way for us to grow our youth program is by personally inviting our friends and other youth to eyc. ● The message board would not be appropriate for the youth events at our church -- except when we have fundraisers. 	<p style="text-align: center;">Issues and Resources Needed</p> <ul style="list-style-type: none"> ● Funding: <ul style="list-style-type: none"> ○ Fire-pit materials: \$400- \$700



Overview

- Effort Lead: Newcomer Committee – Dave Lawrence + Josie Cooper
- Description: Implement ways to reach out to Newcomers during each worship service, especially those who are unfamiliar with the Episcopalian liturgy.
- Leverage Newcomer Committee members and actions.
- Effort Length: 3 months then ongoing

Tasks to Be Completed by the Newcomer Committee

- Create a one-page visitors hand out as a “Guide To Our Service.” Make available at Church entry + at Newcomer Ministry tab on website
- Obtain feedback on first impression of worship experience from visitors and former visitors (i.e. recent new members)
- Determine best forms of communication to effectively reach visitors: visitor’s bulletin, worship bulletin, greeters, visitor’s cards, on-screen announcement, statement at beginning of worship service, etc.
- Determine message to be communicated to visitors. Deliver message through 2 or 3 different forms of communication during and after each worship service. Work with Church IT expert: How can social media means assist?

Discussion

- Better introduce St Matthew’s to visitors and make a best first impression
- Identify/reinforce actions to Follow-Up with Visitors
- Integrate these efforts with existing Newcomer Committee activities and human interactions (i.e. greeters)
- Many visitors to may be unfamiliar with our approach to worship
- A visitor’s one-page handout “Guide To Our Service” would be useful to explain St. Matthew’s elements of the worship service
- How can we improve Newcomer engagements on Sundays?

Issues and Resources Needed

- Obtaining feedback from one-time visitors may be difficult. Possibly use Welcome Letter already in use.
- Participation by Newcomer Committee members essential.
- Printing costs (already in budget): trifold, booklet, and Handout.

Funding					
Type	CY21	CY22	CY23	CY24	CY25
Salary	0	0			
Recurring Cost	\$700	\$700	\$750	\$750	\$750



St Matthew's
Episcopal Church

Establish and Publicize St Matthew's Endowment Fund

2021 Effort

Overview

- Effort Lead: Endowment Fund Lead
- Description: Establish and then publicize an endowment fund for St Matthew's. Donated funds could be used for both Ministry and building activities. Funds would be managed by a separate Endowment Fund Committee voted on by the Congregation and overseen by the Vestry
- Effort Length: Establish Endowment Fund, 3 months, then ongoing

Tasks to Be Completed

- Identify an Effort Lead to organize establishment activities
- Hire lawyer and establish Endowment
- Set up the Committee and Lead, with Congregations vote
- Announce Endowment by every media means available to congregation
- At least once a year, Mission Moment on the Endowment

Discussion

- Most people don't think about giving to the Church with their passing
- Some people may want to give to the Church after receiving a windfall, or for tax purposes
- An established and well publicized fund allows this to occur
- Donators can designate how their funds be used. The Endowment Committee is there representative and authorizes any distribution
- Setting up the Fund will require a lawyer, and yearly tax paperwork will need to be submitted (no taxable dollars)

Issues and Resources Needed

- Remembering Committee acts for the Donor
- Endowment costs are greatly reduced if we have a lawyer willing to do establishment pro-bono, and/or an accountant to help with yearly tax paperwork submissions.

Funding					
Type	CY21	CY22	CY23	CY24	CY25
Yearly	0	0	0	0	0
Start-up	<\$3500				



St Matthew's
Episcopal Church

Capital Campaign to Reduce Debt and Add to Building Fund

2021 Effort

Overview

- Effort Lead: TBD by Vestry
- Description: Initiate a capital campaign to reduce church debt and add to building fund. Effort facilitates Campus updates and growth
- TF and Church survey agree reducing debt and new campus additions are important. The effort facilitates both
- Effort Length: 5 months to establish capital campaign with a duration of approximately 3 years. Building Funds investment would be ongoing once reinvigorated

Tasks to Be Completed

- These two efforts can be done at the same time, or in series. Method needs to be decided
- Campaign:
 - ID lead for effort. Lead and committee determine who coordinates Campaign – consultant or Church member
 - Lead/consultant organizes campaign and execute
- Build Fund Donations:
 - ID Lead for effort. Lead may organize committee
 - Plan for and initiate large publicity campaign internal to Church...mission moments, flyers, announcements, etc.
 - Re-do publicity often

Discussion

- TF and Church Survey agree additional campus facilities are needed given Church Growth and for attracting new members. Funding and/or loans will be need for these additions
- The capital campaign is aimed at “over and above giving” to eliminate the church debt in X years. It can be run internally or Church could use a consultant specializing in these type of campaigns
- Building Fund Investment. This could be concurrent or come right after the capital campaign. Aim is fund the “down” required for a building loan, or pay for construction outright

Issues and Resources Needed

- Need to emphasize both efforts are “over and above” giving. Not from “regular” giving total
- Socialization with congregation is important. We are asking for more – for a very good purpose
- Consultant cost is unknown. Therefore not listed below

Funding					
Type	CY21	CY22	CY23	CY24	CY25
Yearly	0	0	0	0	0
Start-up	0				



**St Matthew's
Episcopal Church**

Better Church Signage

2021 Effort

Overview

- Effort Lead: Rebecca Franz - Jr. Warden
- Description: The church needs a new sign for the following reasons: the current one doesn't help us achieve our goals for growth; no longer visible to passers by because of the retaining wall and trees.
- Effort Length: Phase 1: complete / Phase 2: TBD determined by funding

Tasks to Be Completed

- Decide on the payment plan.
 - One has been offered by Experience Signs.
- Do we need to fundraise for the rest? If yes:
 - How much? How?
- Get estimates on tree removal.
- Have trees removed.
- Make down payment for sign and schedule a date and time for installation
- Vestry needs to decide on how people nominate notes for the board, who will approve message board content, and physically change the board (daily, weekly, etc.)

Discussion

- Madison is quickly growing. The church needs a way to reach the community on a continuous basis. Try to capitalize on the traffic of Hughes Rd.
- The goal is to have an LED Message Board sign. The Task Force has concluded the message board aspect to be critical to church growth: 12 of 24 recommended efforts by the Task Force would be positively, or very positively, impacted by having the message board.

Issues and Resources Needed

- The church does not have all the funds readily available to pay for the sign.
- Will need to fundraise for the remainder of the bill.
- Seeking city reimbursement for part of sign cost.

Funding				
Type	Deposit	1 st payment	2 nd payment	Final payment
Amount	\$25,000	\$5,633.00	\$5,633.00	\$5,632.16
Timeline	N/A	Day of installation	30 days after install	60 days after install



St Matthew's
Episcopal Church

Publicity to Attract Young Adults/Families

<u>Overview</u>	<u>Tasks to Be Completed</u> Effort																								
<ul style="list-style-type: none"> ● Effort Lead: TBD/ Newcomers' Committee/ Laity ● Description: Media campaign to reach young adults and families. ● Effort Length: Approximately 2 months, then ongoing 	<ul style="list-style-type: none"> ● Define what the term "young adult" means age wise for the church. ● Check various social media outlets for prices on boosted ads, etc. ● Identify other places to strategically place ads. ● Decide if this includes Canterbury from UAH. ● Use message board at road for ads ● If supported, technology needs and possible space needs 																								
<p style="text-align: center;"><u>Discussion</u></p> <ul style="list-style-type: none"> ● Think outside the page: use of boosted ads on social media, places where young adults gather (brew pubs, coffee shops, etc.) ● Continue to offer young adult ministry, but also consider offering one for parents. ● Flexibility is a must. ● Could also open opportunities to bring in new members to the parish 	<p style="text-align: center;"><u>Issues and Resources Needed</u></p> <ul style="list-style-type: none"> ● Would we need a nursery? ● How many groups and where to put them? Do they meet away from St. Matthew's? ● Research graphic design sites such as Canva, etc. to create ad templates. ● Possible software needs (Zoom Pro, etc.) <table border="1" data-bbox="1052 1138 1915 1295"> <thead> <tr> <th colspan="6" style="background-color: #cccccc;">Funding</th> </tr> <tr> <th>Type</th> <th>CY21</th> <th>CY22</th> <th>CY23</th> <th>CY24</th> <th>CY25</th> </tr> </thead> <tbody> <tr> <td>Yearly</td> <td>\$500</td> <td>\$750</td> <td></td> <td></td> <td></td> </tr> <tr> <td>One Time Cost</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Funding						Type	CY21	CY22	CY23	CY24	CY25	Yearly	\$500	\$750				One Time Cost					
Funding																									
Type	CY21	CY22	CY23	CY24	CY25																				
Yearly	\$500	\$750																							
One Time Cost																									



Update Media Methods/Techniques

2021 Effort

Overview

- Effort Lead: LeeAnn Mack and/or newly-formed leadership council
- Description: Update or revamp media strategy and methods
- The importance of engaging and leveraging various media for both in-reach and outreach was identified in the Parish Survey
- Overall objective is to examine current tools and methods used and determine adaptations to support a growing church
- Effort Length: 3 months to conduct audit of current tools and methods, 3 months to research, explore and determine adjustments needed, annual analysis and re-examination thereafter

Tasks to Be Completed

- Conduct an audit of existing media methods, tools and techniques, and examine how current situation (COVID-19, anxiety about in-person) is impacting engagement.
- Study LeeAnn's analysis and consider classes (Udemy)
 - "How to Brand your Church to Attract More People"
 - "Social Media Fundamentals Your Church and Ministry"
- Explore other communication tools, methods, techniques and conduct usage and cost analysis
- Create a phased plan to develop a committee, determine how to enhance usage of what we have now, roll out new technology and promote to parish/engage greater community

Discussion

- The Strategic Planning Task Force Survey seemed to identify the modernization and improvement of media usage as a potential growth area
- Proper use of media tools and methods can enhance communication within the parish and provide additional opportunity for increased community engagement
- Might need multiple volunteers. It's important media engagement take on a diverse voice with a unified mission
- What does the parish like about current media methods and what are their suggestions for improvement?

Issues and Resources Needed

- Initial budget to conduct research, test new tools, take classes
- Ongoing participation from media appointees/volunteers to ensure consistent media/communications engagement

Funding					
Type	CY21	CY22	CY23	CY24	CY25
Distribution	\$0	\$1500	\$1000	\$750	\$750
One Time Cost	\$3000	0	0	0	0



St Matthew's
Episcopal Church

"Moving To Madison" PR Plan

Effort

Overview

- Effort Lead: TBD by Vestry
- Description: An ongoing PR campaign specifically targeting new residents in the Madison area
- Work by the Strategic Planning Task Force indicates a communications program for new Madison residents is a high priority
- Overall objective of the PR campaign is to create a targeted and cost effective media product and to utilize an efficient distribution method
- Effort Length: Phase I: 6 months / Phase II: Indefinite (with regular reevaluation)

Tasks to Be Completed

- Form a "Moving To Madison" PR Plan Workgroup
- Establish scope of media product: Mailer or something else? What is the message and design of our product?
- Establish proper distribution channel: If mailer, then which delivery service? If something else, how to distribute it?
- Establish frequency of distribution: Every two weeks? Every month? Every two months?
- Establish procedure for collecting addresses of recently sold homes
- Establish a regular evaluation period in order to assess the ongoing efficacy of the campaign

Discussion

- Background:
 - Madison is growing rapidly, and on average approximately 100-150 homes sell every month (Source: Zillow)
 - Most of the families moving to Madison are in high priority age demographics as indicated by the SPTF Survey, and may be searching for a new church home
- The effort would establish a design and message for a direct mail or mixed media product, as well as the appropriate means for the distribution of that media product
- Even at a 1% success rate, the campaign would add at least a dozen households to the church annually

Issues and Resources Needed

- One-time content and design work in the initial design period
- Ongoing labor to compile mailing lists of recently sold homes
- Ongoing distribution costs to disseminate media product

Funding					
Type	CY21	CY22	CY23	CY24	CY25
Distribution	\$2k-6k	\$4k-12k	\$4k-12k	\$4k-12k	\$4k-12k
One Time Cost	\$0k-2k	0	0	0	0



Calling an Assistant Priest

2021 Effort

Overview

- Effort Lead: TBD by Vestry
- Description: Call and Assistant Priest to assist in the care and Ministry of the St Matthew's Congregation
- The Task Force, Congregation Survey, and Church Growth Models conclude St Matthew's has grown to where it needs an assistant Priest
- Effort Length: 6 months for the Assistant Priest to be "on board"

Initial Tasks to Be Completed

- Vestry add a budget line item for an Assistant Priest for 6 months of 2021, and for the full year thereafter
- Call Committee be formed including Father Chris
- Re-Check Call Process for an Assistant Priest in this Diocese
- Use the Task Force Survey and small focus groups to determine the final attributes/skills needed of the Assistant
- Report to Congregation on the desired attributes/skills before collecting nomination names (whatever the source) and starting the interview process

Discussion

- We have been blessed -- St Matthew's has reached the "growth hump" of ~200-250 in Service attendance (ignoring Covid)
- For most Churches reaching this hump means change...this often includes adding an Assistant Priest
- Assistant Priest chosen should have the attributes to assist in developing the effort areas outlined in the Strategic Plan. He/she should also have the interpersonal skills to shepherd our Congregation as a group and individually

Issues and Resources Needed

- Possible push-back given the cost of an Assistant
- Cost in first year can be adjusted by determining start date (later in year, less cost)

Funding					
Type	CY21	CY22	CY23	CY24	CY25
Salary/Benefits	60K	120K	120K	120K	120K
One Time Cost	0	0	0	0	0



Developing a Campus Plan

Effort

Overview

- Effort Lead: TBD by Vestry
- Description: Using our current property, develop a Campus Plan describing the longer-term future location and size of Church Campus facilities. Plan would be developed over two phases
- Work by the Strategic Planning Task Force and the 2020 Church Survey clearly indicate the need for a Campus Plan
- Work of this Campus Planning group provides the base data for Phase II of Campus Planning involving an architect to develop concept drawing/plans for a Campus of 2035
- Effort Length: 6 months

Tasks to Be Completed

- Form a Campus Plan Committee
- Establish base set of assumptions: Number of services on weekend, property owned, etc.
- Research church metrics: What is a full Sanctuary? Parking places/number members? Etc.
- Surveys on most desired Campus facilities
- Prioritize most desired facilities
- Vestry/Congregation Approve Planning Assumptions
- This Phase preps for Phase II which likely includes hiring an architect to create Campus concept drawings for future Church planning

Discussion

- Background:
 - The Church has extensive property, but no “blueprint” as where facilities would be placed as we grow
 - Example, if we wanted to build a Basket Ball Court, where should it be place given other development planned for the future?
- The effort would establish a set of planning assumptions to be used for detailed planning in Phase II. Examples: Maximum congregation growth to size some facilities, prioritize new facility needs, etc.

Issues and Resources Needed

- Reluctance to define a limit we can grow to

Funding					
Type	CY21	CY22	CY23	CY24	CY25
Salary	0	0			
One Time Cost	0	\$15K (Phase II)			



Vestry and Church Organization

2021 Effort

Overview

- Effort Lead: TBD by Vestry
- Description: Vestry and Church Committees need to be re-organized and formalized to better execute the Strategic Plan and serve our growing Congregation
- Effort Length: Year 1 Committees, 3 months. Year 2 Committees, 1 year

Tasks to Be Completed

- Vestry needs to start discussing and planning for expansion and formalization of standing committees to support Vestry Activities and Strategic Plan efforts
- With projected approval of Strategic Plan in December, organizations need to be formed to execute Strategic Plan Year 1 tasks
- Vestry needs to decide on process and methods for standing committees to report/liaison to the Vestry

Discussion

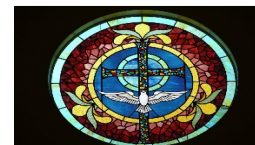
- Part of creating or updating a Strategic Plan includes ensuring you are organized to execute the plan
- We have been blessed -- St Matthew's has reached the "growth hump" of ~200-250 in Service attendance (ignoring Covid)
- For most Churches reaching this hump it means a change...these often include:
 - Hiring an Assistant Father (part of our recommend plan)
 - A transformation from looser volunteer organizations, or individuals working alone, to a fuller set of organized committees with the sufficient membership to take on the many facets of a large, growing Church (the committees working under the Vestry)

Issues and Resources Needed

- Socialization to ensure the feelings/spirit of current volunteers are not hurt
- Ensuring our current volunteers and informal work groups are included in the committees taking on their area of expertise. Where possible, make them the lead of the committee

Funding					
Type	CY21	CY22	CY23	CY24	CY25
Salary	0	0	0	0	0
One Time Cost	0	0	0	0	0

**Challenges to Executing the Strategic Plan and
Recommendations To Vestry -- Next Steps**



St Matthew's
Episcopal Church



St Matthew's
Episcopal Church

Challenges

- Organizing the Vestry and Church Committees to execute the Strategic Plan
- Active participation of Vestry/Church leadership to mobilize the Congregation to fill the committees to execute the plan
- Maintaining momentum...Vestry consistently using the Plan as a tool for measuring success and monthly/yearly planning
- Some budget redistribution/added budget to execute the plan



St Matthew's
Episcopal Church

Recommendations to Congregation

- Recommend Congregation approve the Strategic Plan
- Vestry directs individuals/groups to execute plan for this year
- Individuals/groups develop Action Plans for Vestry review
- Vestry monitors Action Plan execution
- Strategic plan acts as continuity tool for Vestry use at monthly meeting, yearly retreat, etc. *It is a living document*
 - Efforts are added as identified.
 - Efforts are retired when completed/issue resolved
 - Effort priorities established each year
 - Effort Action plans developed and monitored by Vestry each year