



DATE: August 20, 2008

TO: Members of St. Paul's Episcopal Church – Delray Beach, Florida

THROUGH: The Vestry of St. Paul's Episcopal Church

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SUBJECT: Strategic Plan 2013 – “Fruits of the Harvest”

On behalf of the Strategic Planning Team, we present you with Strategic Plan 2013. This Plan has been prepared at the request and with the oversight of The Vestry of St. Paul's Episcopal Church. Creation of this Plan has sought input from all groups and an effort to seek, record, and incorporate input from St. Paul's members. It is truly a work which has involved many caring and involved members.

We are excited about how this Plan can help St. Paul's achieve our church's Mission. It is recognized that this Plan is not static, but an ever responsive directional path to the church's objective. The successful implementation of this plan will best be achieved through broad involvement by the members of St. Paul's and a continued effort to review implementation progress. We encourage you to review this Plan and consider how you can enhance your service to God through active involvement with St. Paul's!



Prepared for
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Strategic Plan 2013

“Fruits of the Harvest”

Prepared by
The Strategic Planning Team & Adopted By The Vestry
of
St. Paul's Episcopal Church
August 20, 2008

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1. INTRODUCTION

Reason For This Strategic Plan

The Vestry of St. Paul's Episcopal Church in Delray Beach, Florida has commissioned the creation of this Strategic Plan to help guide our church's journey over the next five years. The Plan is a formal statement of who we are as a church and where we want to be as a church in the future. This Plan is an important tool which will help ensure St. Paul's best achieves its Mission, Vision, and Goals.

Background of Strategic Planning At St. Paul's

Some of the more recent strategic planning efforts at St. Paul's have included the creation of a Parish Profile in 1998 and *For Tomorrow's Harvest – Strategic Plan 2006* (published in 2001) as well as our Hand-in-Hand initiatives. There have been other important planning efforts (indeed, these happen frequently within our various ministry groups). It is generally recognized that St. Paul's views strategic planning as an important process which works for our church.

Creation of this Plan has been a collaborative effort where input has been obtained from a broad section of parishioners at St. Paul's: new and long-time members; youth, families, singles and seniors; seasonal members; and year-round members. St. Paul's Strategic Planning Team has strived, through prayerful consideration, to make this a Plan which all of our membership can embrace and become involved with. A brief summary of the process followed to create the Plan is provided in Table 1.

How to Use This Strategic Plan

This Plan is intended to provide "Road Map" which the members of St. Paul's can follow as we seek to achieve the Mission of St. Paul's and the Goals for the coming years which flow out of this Mission. But, creation of this Plan is just the beginning. The Plan has been created with recognition that the St. Paul's Strategic Planning Team could not hope to capture everything that will need to be addressed at St. Paul's over the next five years. New priorities will arise which need attention, and it is the intent of the St. Paul's Strategic Planning Team that this Plan will be reviewed often and elements of it updated periodically to best achieve the Mission of St. Paul's through the years.

We challenge all members of St. Paul's to review this Plan carefully and become involved with Plan implementation. Member participation can take many forms and begins with identifying one or more areas of interest described in this Plan and then making this interest known to our clergy, Vestry or the Strategic Planning Team. Our church vitally needs help from membership with execution of initiatives articulated in this Plan as well as identification of other areas of need that may not yet be included in this Plan.

2. WHO IS ST. PAUL'S EPISCOPAL CHURCH IN DELRAY BEACH?

Our clergy, Vestry, and Strategic Planning Team have listened to membership input and through prayer, as well as extensive discernment, we offer the following Mission, Vision, and Goals for St. Paul's Episcopal Church in order to focus creation of this Strategic Plan as well as our day-to-day operations. In addition, we crafted the "Global View of St. Paul's in 2013" in order to begin to provide a window into the future for where St. Paul's is headed on its journey over the next five years.

Our Mission

St. Paul's Episcopal Church is a source of God's love and grace through which people are invited into the body of Christ and empowered to live out the Baptismal Covenant:

- Continue in the apostles' teaching and fellowship, in the breaking of the bread, and in the prayers.
- Persevere in resisting evil, whenever we fall into sin repent and return to the Lord
- Proclaim by word and example the Good News of God in Christ
- Seek and serve Christ in all persons, loving your neighbor as yourself
- Strive for justice and peace among all people, and respect the dignity of every human being.

Our Vision

St. Paul's in 2013 will excel as a spiritual community leader providing for personal faith development, promoting justice, advancing diversity, with open doors for all, and a loving teacher of God's word based on the Baptismal Covenant and Christ's Summary of the Law: Love the Lord your God with all your heart, with all your soul, and with all your mind, and love your neighbor as yourself.

Our Primary Goals

As we look to the future with the Baptismal Covenant at the core of our beliefs and purpose, we see the primary goals of St. Paul's as the following:

- To provide and promote high quality opportunities for Christian spiritual formation, education, fellowship, and worship.
- To proclaim and live God's message of love and reconciliation in the broken places of our world and lives.
- To proclaim the Good News of Jesus Christ in all that we do and to make our church and its ministries (activities) well known and welcoming to the community.
- To continually improve existing programs and develop new ones in response to the needs of our community and God's call to us.
- To promote peace and justice through our prayers, words, and actions.

Global View of St. Paul's in 2013

St. Paul's Episcopal Church in 2013 is a vibrant, welcoming, and inclusive faith community made up of all generations, cultures, and economic backgrounds. Based on its Baptismal Covenant, St. Paul's strives to serve out its ministry and mission to the community, the nation, and the world. With a strong Anglican tradition, St. Paul's offers many styles of worship, liturgy, and music combining tradition and technology to bring the Gospel to those near and far. Ministries that serve to promote spiritual formation, fellowship, physical, and mental health are available for all ages from seniors to newborns. More than at any time in its history St. Paul's reaches beyond its physical boundaries to serve the needs of the community through after-school programs, care for seniors, feeding ministries, and programs for the homeless and needy. Through its support of missions locally as well as in Honduras, Haiti, and Madagascar, St. Paul's seeks to fulfill the Millennium Development Goals adopted by the United Nations and supported by the National Church. Ministry and mission programs are supported by a dedicated, energetic clergy and staff working together with lay members, as well as an operating budget that is balanced through pledges, planned giving, and endowments.

3. MANAGING STRATEGIC PLAN INITIATIVES

Organization Approach: Ministry-Driven Initiatives

In an effort to effectively define, develop, and achieve a truly workable (and working) comprehensive Strategic Plan, the Strategic Planning Team discussed, debated, and ultimately chose to adopt the enclosed ministry-driven structure to help organize the Plan. As ministries are the core of St. Paul's Mission, this structure affords church membership a central rally-point around which to gather our thoughts and actions with respect to moving the Plan forward through to 2013.

From an operational perspective, seven committees are identified in this Plan and within each committee are existing St. Paul's ministry groups. These committees are generally organized around central themes and activities which can be readily tracked and supported. This organizational structure is summarized in Table 2. This structure was necessitated by the large number of existing ministry groups within St. Paul's. Each committee is setup with one or more liaisons from the Vestry and the Strategic Planning Team. The liaisons are not in place to manage or preside over these ministry groups. Rather, the liaisons are there to provide support by helping and facilitating communication with items such as financial and operational needs, addressing leadership/membership/mentoring needs, and maintaining a focus on St. Paul's Mission, Vision, and Goals (and thereby, this Strategic Plan).

Following this organizational approach, specific Strategic Plan initiatives are described under each committee. If possible, for each initiative, a ministry group or person is identified as having implementation responsibility (in some cases, there remains a need to identify a responsible ministry group).

Ensuring Implementation

It is a primary responsibility of St. Paul's ministry groups to proactively implement initiatives laid out in this Strategic Plan as well as to achieve the Mission and Goals of St. Paul's. As indicated above, the Vestry, Strategic Planning Team and Clergy have liaison responsibility to these ministry groups as the groups work to implement elements of the Plan. This responsibility includes ensuring the Plan remains as a dynamic, up-to-date, and well-used reference tool to guide the future of St. Paul's.

Staying Current

It is recommended that the committee liaisons identified in this Plan periodically (which could be as frequently as monthly, as deemed necessary) meet with key leaders within each ministry group to address immediate needs and to maintain a focus on the Strategic Plan.

Further, at a minimum, it is recommended that the Strategic Planning Team meet quarterly for supportive "status check" meetings. At these meetings progress reports may be provided and follow-on action items recommended. Where needed, non-Strategic Planning Team members will be invited to support the efforts of the ministry groups and/or to assist in recruiting additional members to those ministry groups. The Vestry is always welcome to attend these meetings.

It is recommended that monthly Vestry meetings have a time-slot allocated wherein committee liaisons may report key items regarding ministry groups and associated implementation of the Strategic Plan.

At the end of each year, it is recommended that a Strategic Plan annual status report be provided by the Strategic Planning Team to the parish on the status of Strategic Plan implementation. Ministry groups will need to provide information to help in the preparation of this report and, as part of this, these groups should also provide forward looking suggestions on improvements/additions/reprioritizations which need to be made to the Strategic Plan (ministry groups should include this information in their own annual reports to the parish). In other words, the Strategic Plan annual status report will also serve as an addendum to the Strategic Plan to help ensure it is current. Among other items to be addressed in this report is St. Paul's review of our progress toward:

Identifying and growing our church leaders:

- How we address the "Four Keys" and "Five Principles";
- Meeting the Millennium Development Goals; and
- Elaboration on each of these three areas is provided below.

Leadership Identification and Growth at St. Paul's

It is clear to members of the Strategic Planning Team that developing, maintaining and fostering strong leadership of the Ministry Groups is key to achieving the goals of the Plan. As St. Paul's is largely a volunteer-based organization, the Strategic Planning Team recognizes that individual "passions" with respect to various ministry groups should be recognized and encouraged to grow. For that reason each committee liaison is tasked with "keeping-an-eye-out" for potential leaders whose personal interests, spiritual interests, and gifts would be of benefit to a particular ministry group and vice versa. Those individuals will be offered the opportunity to learn more about the efforts of the ministry group(s) and ultimately to join so as to contribute their individual talents.

The Strategic Planning Team members are keenly aware that the loss of strong leaders/key leadership can stagnate the progress within groups and committees. To thwart that risk, committees and ministry groups are strongly encouraged to ensure there is always a "second in command" who is prepared to take over when the leader departs. In addition, it is recommended that, to the extent practical, ministry groups rotate their leadership every two years and work to bring in one or more new members on at least an annual basis.

Notably, rotations such as indicated above, are not practical for paid staff (including clergy). Nevertheless, paid staff are each encouraged to maintain an up-to-date list of responsibilities with the Vestry and to ensure that a transition plan is in place with the Vestry to avoid impact to St. Paul's which such transitions can precipitate.

Integration of The "Four Keys" and "Five Principles" at St. Paul's

Over the years, St. Paul's has worked closely with The Youth and Family Institute of Bloomington, Minnesota. The Youth and Family Institute emphasizes "Four Keys" and "Five Principles" as essential to nurturing and sustaining faith in the household and strengthening the partnership between the congregation and the home. St. Paul's has worked intentionally to fully integrate the Four Keys and the Five Principles in all aspects of parish life. The Rector, Wardens, Vestry, Staff, and Strategic Planning Team are committed to further deepening the integration of the Four Keys and Five Principles into the mission and ministry of St. Paul's as this Strategic Plan is launched and implemented.

The Four Keys:

Caring Conversations: Christian faith and values are passed on through supportive, caring conversations across the generations during which the really important matters of life are discussed.

Devotions: The practice of habitual prayer and worship is as important in the home as it is in the life of the congregation. Prayer, reading the Bible and using devotion books helps us find ourselves in God's story and God in our stories.

Service: An essential aspect of the Christian life is service to others. Children and youth are especially influenced in their formation in the Christian life by their participation in Christian service with family members, especially their mothers and fathers. These not only serve others, they create lasting impressions and memories.

Rituals and Traditions: Families identify themselves and tell their family stories through daily routines, celebrations, and rituals.

The Five Principles:

1. Faith formation occurs when there is a solid partnership between the home and the congregation.
2. Faith is formed by the power of the Holy Spirit through personal trusted relationships, often in our own homes.
3. Where Christ is present in faith, the home is church too.
4. Faith is caught more than it's taught.
5. If we want Christian children and youth, we need Christian adults and parents.

Millennium Development Goals and St. Paul's

Eliminating poverty in our lifetime? How can we do that? St. Paul's is committed to the Millennium Development Goals (MDGs), developed by the United Nations (UN) and endorsed by The Episcopal Church and our Diocese of Southeast Florida as our response to the divine and global call to action.

The Millennium Development Goals are, that by the Year 2015:

1. Eradicate extreme poverty and hunger.
2. Achieve universal primary education.
3. Promote gender equality and empower women.
4. Reduce child mortality.
5. Improve maternal health.
6. Combat HIV/AIDS, malaria, and other diseases.
7. Ensure environmental stability.
8. Develop a global partnership for development.

The UN has done the math for us and offered the “seven tenths percent” solution; it will take less than one percent of the resources of the world’s wealthy countries to eradicate poverty. So, the Episcopal Church has joined the national grassroots ONE campaign encouraging the allocation of one percent for the MDGs each year.

From the www.episcopalchurch.org:

“ONE is a large and growing movement of more than 2.3 million Americans, supported by a coalition of more than 70 leading advocacy and humanitarian organizations. It seeks to convince the U.S. government to spend an additional ONE percent of its budget each year on MDG-related programs. The ONE Episcopalian initiative unites this work with the Church’s ongoing MDG work. Parishes and dioceses are asked to become “ONE Congregation” and “ONE Dioceses” and make a series of commitments to MDG advocacy.”

For more information check out the UN Millennium Project website:

<http://www.unmillenniumproject.org/goals/index.htm>.

And the EpiscopalChurch.org:

http://www.episcopalchurch.org/3654_77150_ENG_HTM.htm.

4. OUR MINISTRY-DRIVEN INITIATIVES

The following is a presentation (organized by committee) of existing ministry groups and initiatives as well as prioritized new initiatives which have been identified during the process of creating this Strategic Plan.

4.1 Committee One – Worship, Education, Fellowship, and Stewardship (WEFS)

WEFS Committee Liaisons

- Sherry Fleming, Bob Chapin, Tom Vuicich (Vestry).
- Jack Chadam & Roy Talbot (Strategic Planning Team).

WEFS Ministry Groups

- **Worship Team** – Governed by the Rector who works with clergy assistants, the Music Director and other persons who are skilled and knowledgeable.
- **Music Team** – Works with the Music Director to support all aspects of the music program at St. Paul's.
- **Christian Education Team** – varying groups of teachers, mentors, and other volunteers working together to provide a wide range of age and developmentally appropriate integrated offerings for the Christian education and formation of St. Paul's members and others (Team to be officially formed by initiative in 2008).
- **Fellowship Ministries Team** – Offered in different ways by varying persons and groups within St. Paul's to assure that St. Paul's is hospitable to visitors and provides many opportunities for its members, friends, and visitors to break bread together (Ministries to be officially formed by initiative in 2008).
- **Stewardship Team** – The Stewardship Team is charged with overall responsibility for the church's stewardship of time, talent, and treasure.

WEFS Primary Areas of Responsibility for Groups within This Committee

- Shape and promote a variety of rich and meaningful worship experiences that meet the needs of a diverse congregation, while taking advantage of available technology in keeping with the doctrine and discipline of The Episcopal Church.
- Provide a wide diversity of Christian education programs to appeal to all levels of interest within our parish and in our community.
- Support initiatives to invite and engage visitors and peripheral members (including seasonal and/or remote congregants) into the fellowship of St. Paul's so that we may share faith, ministry, fellowship, and love and allow them the opportunity to share their gifts with us.
- The Stewardship Team is responsible for assisting the Vestry with the financial side of stewardship.

WEFS Existing Programs and Initiatives within This Committee

- **Worship Team:**

- Sunday Service – 3 ‘Season’ morning, Eucharist worship services, featuring the traditional music of St Paul’s Choir at the 9:30 and 11:15am services. Services celebrate the Book of Common Prayer, traditional music, and hymns in the Anglican tradition.
- Illuminated Worship Service – Saturday’s ‘Contemporary’ service at 5pm featuring eclectic music under the direction of the Music Director of St. Paul’s. This service uses newer worship resources such as *Enrich Our Worship* – a supplement to the Book of Common Prayer.
- Children’s Chapel – for children in preschool to Grade 4. This is an interactive, multi-media worship service that offers the children of St. Paul’s the “liturgy of the Word” at an age and developmentally appropriate level at the same time older children, youth and adults are in the 9:30 service The children are educated through music, videos, and interaction then brought into church to celebrate the Holy Eucharist with family members.
- Weekday Services – Holy Eucharist offered Tuesday’s at 8:10am and Thursdays at 10:00 AM. Major Feasts and Observances of the Church are also offered.
- Acolytes & Ushers – an organized Worship-support group of parish adults and children who facilitate operations of the services outlined above.
- Lay Eucharistic Ministry – providing the Eucharist to those who cannot attend church services due to illness or disability. This is offered by clergy and licensed lay ministers.
- House Church: House Church [East and West] meet monthly. House Church is an affinity group of families with children that meet in one another’s homes for fellowship and an informal celebration of the Holy Eucharist presided over by a clergy member. House Church is intended to be a tool, not only of the nurture of the families participating, but a tool of evangelism whereby these families may invite others into the wider fellowship of St. Paul’s Church.
- Technology & Media – an organized Worship-support group of parish adults and youth who, through the use of technology, facilitate the multi-media production, post-production, and media-related activities of the services outlined above.

- **Music Team:**

- Adult Choir (Traditional Services);
- Jazz Ensemble (Saturday Service);
- Youth Choir (age appropriate Service-related);
- Music at St. Paul’s Concert Series;
- Handbell Choir; and
- Day School music.

- **Christian Education Team:**

- **Adult Education and Formation** (including the Rector’s Learning Series) – St Paul’s Christian Education Standards offered to individuals and families.

- **MOM'S Group** – a group for mothers of all ages who meet to more fully understand their role as mother in a spiritual and faith-based setting.
- **DAD'S Group** – a recently formed group offering Dads of all generations the opportunity to come together for fellowship, renewal, and growth.
- **Youth Education and Formation** – St. Paul's uses the Journey to Adulthood program which employs a whole person approach to youth ministry, focusing on society, self, spirituality, and sexuality through Bible study, prayer, rites of passage, outreach ministries, trips, pilgrimages, etc.
- **Church School/ Children's Chapel** – Under the direction of the Director of Children, Youth, and Family Ministries, throughout the year a corps of volunteers offers Christian education to children in grades Pre-K through Grade 6 to St. Paul's children. Children learn the basic stories of the Old and New Testaments, the foundations of the teachings of Jesus and the Church, and the shape and pattern of the Christian life and the Church Year.
- **Vacation Bible School** – a week-long summer Bible 'camp' for ages 4 to 10, teaching faith through music, arts and crafts, science, and physical activities.
- **Fellowship Ministries Team:**
 - **"Under 5 at 5!"** – Quarterly social potluck dinner for families with small children.
 - **Dinner Mixers** – Dinners hosted by parishioners in their homes with the specific intent of introduction and fellowship among parishioners who may not have otherwise known each other.
 - **Golf Dinner Mixer** – Informal golf outings and dinner hosted by Tom & Margo Vuicich as a social and entertaining way to share in fellowship in a non-traditional setting.
- **Stewardship Team:**
 - **Annual Event** (January) – A social oriented fund-raising event. Revenue generating activities include silent auctions, small raffles, activities/food/ beverage ticket purchases, etc.
 - **Awareness** – unobtrusive 'marketing' activities (mentions during service announcements, putting-up posters around the grounds, etc.) designed to articulate member's responsibility to pledge towards the Church's annual goal.
 - **Heritage Society** – Honoring those who support St. Paul's Episcopal Church through their wills, planned giving, etc.

WEFS Desired New Initiatives

High Priority Initiatives Recommended to be Completed in the 2008/2009 Season:

- Form a Christian Education Team to formalize organization of our current and planned 'Education' initiatives (Clergy and Director of Children Youth & Families).
- Continue to strengthen and grow the 11:15 AM Sunday morning worship service (Worship).
- Create "Worship Taskforce" charged with assisting the Rector in launching new Worship service(s) designed to appeal to and attract those who are not yet members of St. Paul's (providing more variety/choice) (Worship).
 - Pay particular attention to the 20's and 30's age cohort;

- Consider non-traditional format;
- Consider very traditional ("High Church") format; and
- Non-Traditional ("Emergent Church")?
- Form a Fellowship Ministries Team to formalize organization of our current and planned 'Fellowship' initiatives (Clergy).
- The Stewardship Team to assist Vestry by forming a Capital Funds Sub-Team to develop and pre-launch a 2009 capital campaign with the primary purpose of building St. Paul's endowment to meet the on-going needs of St. Paul's ministries. This may include restricted endowments to underwrite the staff positions of Curate and Youth Minister, formalization and expansion of Heritage Society dinners/campaigns, etc., thereby freeing-up operational funds for ministry (Stewardship).
- Develop and implement an ongoing leadership identification program to ensure that leaders are proactively identified, trained, mentored, and inserted to fill leadership needs in the church (Stewardship/Clergy).
- Launch a minimum 20-member "Working Professionals Networking Group" with the goal of promoting business opportunities among members of the parish (Fellowship).
- Assist Buildings, Grounds & Technology (BG&T) with planning, development, and groundbreaking of the Learning & Media Center (Education).
- Assist and support specific fund-raising initiatives related to Youth Off-Site field trips scheduled prior to 12/2008 (Stewardship).
- Develop a written plan which identifies Heritage Society objectives and associated tasks. Included in this will be a handout of information and instructions which can be provided to anyone who is interested in remembering St. Paul's in estate planning (Stewardship).
- Constitute a Remote Ministry Team to work in conjunction with the Technology & Web Site groups to: develop video/audio productions of services (for example, to be put on CDs and DVDs and provided to those who miss a church service or who are shut-in); post video/audio productions of services/sermons/etc on the church website; prepare a CD and DVD which introduces St. Paul's to those who want to learn about our church (Fellowship).
- Tap each ministry group (within the church as a whole) on a regular basis for:
 - Input into the website; and
 - How technology can be better utilized to meet the needs of the group.
- Annually conduct an every member canvas (EMC), prepare in 2008, and conduct in early 2009. The EMC is envisioned to, at a minimum, be an annual effort reach out personally to each member to: "check in" regarding if the church is meeting their needs; make members more knowledgeable of opportunities and ways to become involved, and to ensure the church meets its annual pledge goal (Stewardship).

Initiatives Recommended to be Completed in the Future (Deadline Not Yet Specified):

- Update/re-launch an opt-in parishioners' directory (print). Create an online, password protected/double opt-in church directory to facilitate more interaction among existing members of the church, and as a way of communicating with seasonal and at-distance members (Fellowship).

- Create "Sunday School/Bible Study" for adults: A Sunday program devoted to adults to nurture them spiritually and encourage faith conversations in families (Education).
- Continuation and expansion of Working Professionals Networking Group, if/when launched (Fellowship).
- Liaise with the Music Director, the Choir and other vested interests to explore occasional music requests/formats/concerts from the congregation and community (Music).
- Working Capital Fundraiser to secure, via raffle concept, an additional \$50,000 for working capital purposes (Stewardship).
- Stewardship of Church/Stewardship of the Earth to work towards: fostering a 'green' church that promotes and supports sustainability programs, energy saving light-bulbs, use of technology in lieu of printed paper, etc. (WEFS as a whole).
- Create initiatives for:
 - Recognition program for those with significant contributions (ex-financial) (WEFS as a whole);
 - Encouraging intermingling of families/cross generation integration through the Hand-in-Hand initiatives set up by the Youth and Family Institute (Education); and
 - Design a labyrinth at St. Paul's (Worship in conjunction with Buildings, Grounds & Technology).

4.2 Committee Two – Mission and Outreach (M&O)

M&O Committee Liaisons

- The Reverend Kathleen Gannon (Staff) Tom Vuicich, Tim Kilpatrick and Mike Armstrong (Vestry).
- Deborah Cartwright-Clough and Jill Reece (Strategic Planning Team).

M&O Ministry Groups within This Committee (Leadership)

- **Paul's Place** (Kathy Fazio) – A nurturing and spiritual environment for at risk children, youth, and families in the immediate area.
- **Family Promise** (Kathleen Gannon and Matina Nimphie) – Outreach to homeless families with children as part of an interfaith network.
- **Literacy Program** (Dorothy Thomas) – Volunteers teaching Adult Literacy.
- **Shared Ministry** (Tom Horner) – A bridging ministry with St. Matthews Episcopal Church.
- **Turnover Shop** (Shelley Seales) – A visible sign of St. Paul's mission and outreach to the community.
- **Community Ministries** (TBD) – Partnering with local ministries to serve the community.
- **International Outreach Ministry** (TBD) – Reaching beyond our borders to serve the poor, the needy, and the disenfranchised.

M&O Primary Areas of Responsibility for Groups within This Committee

- To represent Christ and this congregation to the community and the world.

M&O Existing Programs and Initiatives within This Committee

- **Paul's Place** – A program to assist at risk children and their families from our surrounding community. The children meet after school for help with schoolwork, life skills, nurturing, and support.
- **Literacy Program** – Volunteer working through the Literacy Advocacy Program to teach adults reading skills. Help sessions occur at St. Paul's on a predetermined basis.
- **Shared Ministry** – Programs and events are scheduled to continue and maintain our connection with the members of St. Matthews and our joint commitment to the community.
- **Turnover Shop** – An upscale resale shop supported by donations of clothing and other items. Proceeds go to support the outreach programs of St. Paul's Church.
- **Kairos Prison Ministry** – A faith based weekend ministry conducted in a prison setting for both men and women.
- **CROS Ministry** – Partnering with a local agency (Christians Reaching Out to Society) to support projects (Community Food Pantry, Caring Kitchen Soup Kitchen, C.R.O.S. Walks, and C.R.O.S. Camps).
- **Community Ministries** – Reaching out and partnering with various faith-based and service-oriented organizations such as C.R.O.S., Habitat for Humanity, Delray Beach Clergy Association, and Faith Club.
- **International Outreach Ministries** – Providing financial support as well as mission based initiatives to ministries outside of our borders. Presently this includes the Little Roses orphanage in Honduras and contributions to the Bishop of Madagascar.

M&O Desired New Initiatives

High Priority Initiatives Recommended to be Completed in the 2008/2009 Season:

- Promote the Turnover Shop as a full ministry of St. Paul's (Turnover Shop).
- Establish an interfaith dialogue within our community (i.e., Faith Club, Community Outreach).
- Establish a relationship with a church in Haiti, thus building on our connection with the Haitian population and culture which is so prominent in our church and our community (International Outreach).
- Create a relationship with one of our international companion dioceses (Diocese of Nassau and the Bahamas, Diocese of the Dominican Republic or in Madagascar (International Outreach).
- Build on our existing relationship with the Little Roses Orphanage in Honduras. Complete the building of the dental clinic started by St. Paul's (International Outreach).
- Establish program to ensure adherence to the Millennium Development Goals (understand how to meet these at St. Paul's and develop/implement tasks to meet the goals) (Community/International Outreach).
- Review and expand our relationship with other ministries in the community (Community Outreach).
- Expand literacy group to include "I Want to Learn English".
- Develop a method to monitor/track M&O contributions so we stay consistent with our commitment and do not accidentally leave out key benefactors (Vestry).

Initiatives Recommended to be Completed in the Future (Deadline Not Yet Specified):

- Investigate interest and congregation commitment to founding and hosting a Scouting Program (Community Outreach).
- Engage in affordable housing initiatives (i.e., establishment of a Community Development Corporation in partnership with others; Habitat for Humanity, Community Outreach).
- Replicate Paul's Place in additional locations in Delray Beach (Paul's Place).

4.3 Committee Three – The Message and The Welcome (M&W)

M&W Committee Liaisons

- Susan Stokes (Staff) Gigi Twist, Diana Ferguson and Sue Taylor (Vestry).
- Roman Rustia and Christine Ennis (Strategic Planning Team).

M&W Ministry Groups within This Committee (Leadership)

- **Hospitality** (Susan Stokes, Gigi Twist, and Sherry Fleming) – To help facilitate fellowship events (picnics, suppers, coffee hours, birthday celebrations, receptions, etc.). In the case of events sponsored by other ministry groups, the Hospitality Group offers support whereas in the case of other events it takes a leadership role in ensuring their success.
- **Welcoming** (Tom and Margo Vuicich) – To welcome all and encourage each person's personal and spiritual growth through fellowship, worship, and participation. To track church membership.
- **Senior Singles** (To Be Determined) – A social group providing fellowship, support, and entertainment for mature, single adults.
- **Couple Care** (Chip and Susan Stokes) – To find ways to keep each couple's flame of friendship, love, and commitment alive, vibrant, and growing.
- **Men's Group** (Roy Talbot and Bill Hurd) – Men of the parish joining together for fellowship, worship, and service projects.
- **Prayer Shawl Ministry** (Barbara Clifford and Janet Stegenga) – A ministry dedicated to knitting shawls for the sick, infirmed, and bereaved to bring comfort and solace.

M&W Primary Areas of Responsibility for Groups within This Committee

- Strive to keep our members enthusiastic and committed to our baptismal covenant of fellowship and love.
- Find ways to invite and welcome visitors.
- Find ways to share our love and message to visitors and the community.
- Bring our peripheral members into the fellowship of St. Paul's.
- Membership tracking.

M&W Existing Programs and Initiatives within This Committee

Initiatives Overseen by a Ministry Group:

- **Hospitality Team:**
 - Assistance with coordination of:
 - Coffee hour; and
 - Various key celebratory events throughout the year.
- **Welcoming Team:**
 - New visitor gifts;
 - New Members Luncheon and tour; and
 - Greeters.
- **Senior singles:**
 - Dinners;
 - Movies; and
 - Museum Visits.
- **Men's Group:**
 - Construct Faith Chests for upcoming baptisms.
- **Prayer Shawl Ministry**
 - Knitting shawls for the sick, infirmed, and bereaved

Initiatives Not Overseen by a Ministry Group:

- **Couple Care:**
 - A program for committed couples in a social setting.
 - Valentine's Day dinner and recommitment of marriage vows.
 - Monthly social activities.

M&W Desired New Initiatives

High Priority Initiatives Recommended to be Completed in the 2008/2009 Season:

- Invite all age groups to serve as greeters. A 4-year old saying "Welcome to St. Paul's" could be the most touching greeting anyone gets that day (Welcoming).
- Create a worship companion (An individual arriving alone will be asked if they will be joining someone for worship. If not, they are introduced to the worship companion, who says "I'm just going in, would you like to join me this morning?" (Welcoming).

- Quarterly brainstorming sessions for greeters to share observations, opportunities, etc., as well as identifying missed opportunities (Welcoming).
- Identify specific coffee hour hosts who welcome and introduce people to others. Parishioners could volunteer 1 weekend a year to be active host for coffee hour (Hospitality).
- Identify specific hosts for key events throughout the year who assist with planning and implementation (Hospitality).
- Be more welcoming to singles by creating a St. Paul's Singles Groups that are age-appropriate to have fun and fellowship together at shows, plays, bike rides, picnics, movies, ski-trips, camping trips, canoe trips, garden tours, car shows, weekend on the Keys, wine tasting (Welcoming).
- Incorporate the Magnetic Church model into how we attract members (Welcoming).
- Facilitate development and monitoring (with input from other key ministry groups) of growth goals for St. Paul's, which may or may not address budget, head county, level of engagement in faith & associated action, etc. (Welcoming).
- Develop membership tracking goals/tasks – that expand on the idea of follow-up with new parish members, and encourage increased participation by existing members (bringing people into the body of Christ). Some things under this include:
 - Follow up card "Happy to meet you!" (preferably signed by people who met the visitor). Enlist the Welcoming Team in either calling or writing welcome notes to visitors (Welcoming).
 - Follow up notes or calls to old and new members encouraging participation in parish activities (Welcoming).
 - Create an up-to-date Church Directory.

Initiatives Recommended to be Completed in the Future (Deadline Not Yet Specified):

- Card with a sad-faced clown that says "We miss you! Is everything okay?" (Welcoming).
- Golf Cart Greeters-In the event of remote parking, golf cart greeters to assist people to the church (Welcoming).

4.4 Committee Four – Membership and Community Programs (MC)

MC Committee Liaisons

- Susan Chase, Rhonda Brown, and Tom Horner (Vestry).
- Sherry Fleming and Punch Peterson (Strategic Planning Team).

MC Ministry Groups within This Committee (Leadership)

- **Daughters of the King** (Patti Daniell and Jennifer Kilpatrick) – Holding up those on our parish prayer list in prayer.
- **Small Group Ministry** (Kathleen Gannon) – Forming small groups according to common interests.

- **St. Paul's Day School** (Patti Daniell and Sherry Fleming) – A 3- and 4-year old half-day program serving 35 children in a Christian atmosphere. The staff consists of the Director, Patti Daniell, and three teachers. There is a Board of Directors and the Vestry has oversight of the school.
- **Stephen Ministers** (Meta Barton) – Trained parish members reaching out to the elderly and homebound providing support both spiritually and physically.
- **Community Programs** (Punch Peterson) – Programs geared to partner with the surrounding community to serve and assist.
- **Cursillo:** (Mary Herin) – To grow church leaders and “make it possible for everybody to live what is Fundamental for being a Christian, to achieve the reality of the liberty of the person encountering the Holy Spirit” by way of study, piety, and action.

MC Primary Areas of Responsibility for Groups within This Committee

- To continually maintain and improve existing programs and to develop new programs in response to the needs of our community and God's call to us.
- To identify and help grow leaders.

MC Existing Programs and Initiatives within This Committee

Initiatives Overseen by a Ministry Group:

- **Daughters of the King:**
 - Meet on a regularly scheduled basis to determine those parishioners who are in need of prayers, offering up prayers for them on a continuing basis or until they are removed from the Parish Prayer list.
- **Small Group Ministry:**
 - Each small group is formed on similar interests and spiritual needs.
 - Lay leaders are chosen from the group. The members of the group determine the format, the meeting time, and what their focus will be at any given time.
- **Stephen Ministers:**
 - Conduct training program for those parishioners who express an interest in being a Stephen Minister.
 - Assign and send out the Stephen Ministers to parishioners in need.
- **Cursillo:**
 - Parish Ultreyas held on a quarterly basis
 - Seek out, encourage, and support prospective candidates for upcoming Cursillo weekends.
 - Hold fundraisers (Pancake breakfasts, etc.) to assist candidates with funding their Cursillo weekend.
 - Encourage Reunion groups and aid those Cursillistas who are presently not in a Reunion group.

Initiatives Not Overseen by a Ministry Group (Name of Person(s)) who is/are Driving Force Behind Desired New Initiatives:

- **Parish Nurse** – A trained nurse who assists with health issues in a spiritual setting (Susan Chase).
- **“Keep Our Streets Clean”** – A dedicated street which we clean on a regular basis (Tom and Margo Vuicich).
- **Get in Shape with Prayer** – A program to promote weight loss initiatives through prayer and encouragement (Susan Stokes).

MC Desired New Initiatives

High Priority Initiatives Recommended to be Completed in the 2008/2009 Season:

- **Provide Transportation Program for Seniors** – Providing transportation through the use of parish volunteers to get our seniors to doctor’s appointments, grocery shopping, etc (Community Programs/ Parish Nurse).
- **Provide Respite Care for Seniors** – A Senior Day Care scenario that would bring seniors to our campus for activities and fellowship for a few hours a day) (Community Programs).
- **Provide Mentoring Program for Paul’s Place Youth** – Volunteers mentoring to the youth of Paul’s Place on a one-to-one basis following them through their teenage and college years (Small Group/Paul’s Place).
- **Have Two Ministry Fairs** – Add a Ministry Fair in high season to reach out to more of the parish (in the fall and at the annual meeting). Publish individual brochures and pamphlets that are visible and readily available at all times to explain all of our ministries, their purpose, meeting times, etc. (Staff).
- **Encourage** awareness and participation in Cursillo initiatives and events (Cursillo).
- **Heighten** the visibility of Cursillo at St. Paul’s (Cursillo).
- **Conduct** a small group leaders training session each fall.
- **Lay Eucharistic Ministers** – Recruit, train, and dispatch future Lay Eucharistic Ministers to assist clergy with home and hospital visits (Clergy).

Initiatives Recommended to be Completed in the Future (Deadline Not Yet Specified):

- **Create Parish Armed Service Outreach Program** – A program geared to assist individuals from our parish that are presently serving in the Armed Forces, here or abroad (Small Group).
- **Re-institute Episcopal Church Women at St. Paul’s** – Re-invigorate this former group with a better understanding of the needs and schedules of the women of the parish (Small Group).
- **Lecture Series** – Invite well-known theologians, authors, and speakers to discuss topics relevant to both parish members and the community.

4.5 Committee Five – Administration (Admin)

Admin Committee Liaisons

- Father Chip Stokes, Chris Herin, and Bob Chapin (Vestry).

- Father Chip Stokes and Chris Herin (Strategic Planning Team).

Admin Ministry Groups within This Committee (Leadership)

- **Staff** – Bill Hurd and TBD.
- **Finance** – Senior Warden, Vestry Treasurer, Parish Administrator, Ric Applewhite, Bob Chapin and Jon Kilpatrick.
- **Personnel** – Chip Stokes, Senior Warden, and TBD.

Admin Primary Areas of Responsibility for Groups within This Committee

- To provide administrative leadership, direction, and management for St. Paul's in support of our church fulfilling its mission.
- To provide service to all church committees.
- Administrative functions are to be well organized and run with strong volunteer parishioner leadership/support to maximize the assistance provided by paid staff. St. Paul's has the goal of having the church's annual operating budget balance with regular annual parishioner donations and not to tap church reserves.
- To annually develop (target completion by each October Vestry meeting) a budget to be recommended to the Vestry for approval (this effort includes soliciting budget-related input from each committee and working with the Stewardship Team toward developing a realistic pledge goal with the objective of having a balanced budget). (Finance)

Admin Existing Programs and Initiatives within This Committee

Initiatives Overseen Ministry Groups:

- Personnel Management;
- Financial Management (budgeting, auditing, financial administration); and
- Human Resource Management.

Admin Desired New Initiatives

High Priority Initiatives Recommended to be Completed in the 2008/2009 Season:

- Without adversely affecting the budget, consider establishing a staff position for Public/Media Relations for St. Paul's (Staff).
- Develop a communications goal that would articulate the goals of a new Public/Media Relations position and how this helps each committee (Staff). For example, it would be helpful to have some of the key functions named – public relations, press releases, web site, a/v presentations, publications.
- In concert with the Stewardship Team, cut operating budget reliance on reserves by 20% from the previous year. This includes looking for new sources of income and cutting fat (if it exists) from the budget (Finance).

- Proactively review operating budget to ensure that the church is fairly treated according to the rules for diocesan assessment (Finance).
- Assist Rector and Staff in developing, communicating, and disseminating a comprehensive list of key responsibilities/initiatives undertaken by each key staff member (clergy, music director, parish administrator, youth & family director, day school director, etc.). This document will also incorporate succession plans that are ready to implement in the event key staff leave (and Staff).
- Without adversely affecting the budget, explore the feasibility of calling a new deacon (Personnel).

Initiatives Recommended to be Completed in the Future (Deadline Not Yet Specified):

- Establish a program to ensure key paid staff and volunteers receive regular annual reviews as needed, updating position descriptions as needed. Ensure key paid staff and key volunteer positions have position descriptions (Personnel).
- Develop and implement a sustainability plan for the church with the goal of significantly minimizing the church's carbon footprint (Staff).
- Improve signage within the church to ensure newcomers can easily find their way around (M&W / BG&T with help by Staff).
- Explore potential for a Youth Minister position (Personnel).

4.6 Committee Six – Buildings, Grounds & Technology (BG&T)

BG&T Committee Liaisons

- Junior Warden (Vestry) Bill Hurd (Staff).
- John Meade (committee chair).
- Roy Talbot (Strategic Planning Team).

BG&T Primary Areas of Responsibility for Groups within This Committee

- To continually maintain and improve existing buildings, grounds, and services (A/V, web) in response to the needs of our community and God's call to us.
- To plan and implement the required improvements and additions needed to meet the Strategic Plan goals.

The buildings and grounds referred to are the main church campus, the adjoining properties owned by the church and the building housing the Turnover Shop.

BG&T Desired New Initiatives

High Priority Initiatives Recommended to be Completed in the 2008/2009 Season:

- Assist in the development of a "B&G Budget and Plan for Long-Term Growth and Expansion" (the B&G Plan) that focuses on church buildings and grounds which meshes with St. Paul's SP2013. Limit proceeding with major projects until this plan is approved through the Vestry. Further, this B&G Plan needs to include measures to ensure communication with other nearby churches (especially St.

Matthew's Episcopal and St. Joseph's Episcopal) regarding effective use of church facilities and when looking to build to fill functional needs (BG&T).

- Define an annual budget for the maintenance of the existing buildings, grounds, and services (BG&T).
- Assist in the development of a budget for any remodeling (with budgets over \$5,000) of existing buildings and grounds which is recommended to the Vestry for approval (BG&T).
- Suggest that in every building plan, a visionary look at technology should be included (BG&T).
- In keeping with the B&G Plan, plan and implement short-term updates and maintenance of existing buildings and grounds including but not limited to (BG&T):
 1. Redefinition of the meeting space requirements of the church.
 2. Planned updates to the bathrooms, chapel, and Canterbury Bookstore.
 3. Required maintenance and repair of the property used as the Turnover Shop.
 4. Definition of the space needed for a library and/or media center/reading room where the Guild Room currently is.
 5. Improve usability of vacant property that St. Paul's owns.

Initiatives Recommended to be Completed in the Future (Deadline Not Yet Specified):

- Address acquisition of nearby additional property as needed (BG&T).
- Create more parking area (BG&T).

4.7 Committee Seven – Strategic Planning Team (SPT)

SPT Committee Members and Leadership

- Chip Stokes (Staff).
- Sherry Fleming and Senior Warden (Vestry/SPT Co-Chairs).
- SPT Members: Deborah Cartwright-Clough, Jack Chadam, Christine Ennis, Punch Peterson, Jill Reece, Roman Rustia, Roy Talbot

SPT Primary Areas of Responsibility for Groups within This Committee

- The Strategic Planning Team will continue to play an important part in the implementation of the 2013 Strategic Plan by attending the committee meetings, and reporting and reviewing at quarterly meeting or other occasions, as required.

SPT Existing Programs and Initiatives

- Prepare Parish Surveys, as needed.
- Hold Appreciative Inquiry forums, as needed, to gather input from the parish community.
- Monitor "For Tomorrow's Harvest" 2006 Strategic Plan.

SPT Desired New Initiatives

High Priority Initiatives Recommended to be Completed in the 2008/2009 Season:

- Meet on a regular basis to oversee the Plan, its progress, and its teams/committees.
- Act as a liaison to the committees to enable, guide, mentor, and encourage.
- Report to the Vestry on a regular basis with updates.
- Identify and articulate new Plan initiatives when needed.
- Develop a process to proactively identify, train, and nurture leaders within our church community. The process needs to ensure leadership identification/development permeates each ministry group and is intentionally tracked. Identify a volunteer coordinator(s).
- Develop a recommended growth goal for St. Paul's (could be based on things such as average Sunday attendance, new members joined per year, etc.).

5. CLOSING REMARKS

We are excited about how this Strategic Plan can help St. Paul's achieve our church's Mission. The successful implementation of this Plan will best be achieved through broad involvement by the members of St. Paul's and an ongoing effort to review implementation progress as well as to building upon the Plan along the way. We encourage each member of St. Paul's to prayerfully review this Plan and consider how she/he can enhance involvement with St. Paul's as we all strive to serve God!

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TABLES

Table 1- Process Used to Create Strategic Plan

- 1) Vestry identifies need for Strategic Plan – directs Chip Stokes, Sherry Fleming, and Chris Herin to begin data collection
- 2) Parish survey completed – to identify strengths, weaknesses, and areas for improvement
- 3) Appreciate Inquiry process used to collect information from various groups within the church. This was done through:
 - open forums after church services (all members invited)
 - a retreat by clergy, staff, and the Vestry (the retreat identifies candidates for creation of a Strategic Planning Team; that Team was formed shortly thereafter)
 - meetings with ministry groups:
 - one-on-one meetings with some ministry group leaders
 - group meetings with some ministry groups
- 4) Review and update of Mission and Vision
- 5) Creation of Strategic Plan Goals
- 6) Development of organizational structure for the Strategic Plan
- 7) Identification of existing ministries/functions
- 8) Identification and prioritization of new initiatives
- 9) Obtain review of draft Strategic Plan through Clergy, Vestry and Staff; modify as needed
- 10) Obtain approval of Vestry on finalized Strategic Plan

Table 2 – List of Committees and Ministry Groups

Committee One – Worship, Education, Fellowship, and Stewardship (WEFS)

Ministry Groups within This Committee:

- Worship Team
- Music Team
- Christian Education Team
- Fellowship Ministries Team
- Stewardship Team

Committee Two – Mission and Outreach (M&O)

Ministry Groups within This Committee:

- Paul's Place
- Family Promise
- Literacy Program
- Shared Ministry
- Turnover Shop
- Community Ministries
- International Outreach Ministry

Committee Three – The Message and The Welcome (M&W)

Ministry Groups within This Committee:

- Hospitality
- Welcoming
- Senior Singles
- Couple Care
- Men's Group
- Prayer Shawl Ministry

Committee Four – Membership and Community Programs (MC)

Ministry Groups within This Committee:

- Daughters of the King
- Small Group Ministry
- Stephen Ministers
- St. Paul's Day School
- Community Programs
- Cursillo

Committee Five – Administration (ADMIN)

Ministry Groups within This Committee:

- Staff
- Finance
- Personnel

Committee Six – Buildings, Grounds & Technology (BG&T)

Committee Seven – Strategic Planning Team (SPT)

NOTE: Vestry is not listed above. All of these committees and ministry groups report through the Vestry.

Table 3: List of First Year Initiatives (In Addition to Existing/Established Initiatives)

Committee One: Worship, Education, Fellowship, and Stewardship (WEFS)

1. Form the following:
 - a. Christian Education Team
 - b. Fellowship Ministries Team
 - c. Worship Taskforce
2. Continue to strengthen and grow the 11:15 AM Sunday Service
3. Form a Capital Funds sub-team to develop and launch a Capital Funds campaign
4. Develop and implement an ongoing leadership identification program
5. Launch "Working Professionals Networking Group"
6. Assist and support development of Learning and Media Center
7. Support fundraising initiatives for youth trips, pilgrimages, etc.
8. Develop a written plan that identifies Heritage Society and their objectives
9. Constitute a Remote Ministry Team
10. Conduct an Every Member Canvas (EMC)
11. Tap ministry groups for website input and technology utilization.

Committee Two: Mission and Outreach (M&O)

12. Promote Turnover Shop as a full ministry of the church
13. Establish an interfaith dialogue within the community
14. Establish relationship with a church in Haiti
15. Create relationship with one of our international companion dioceses
16. Build on our existing relationship with the Little Roses Orphanage in Honduras
17. Ensure that we have programs that adhere to the Millennium Development Goals
18. Review and expand our relationship with ministries in the community
19. Develop consistent method to track M&O contributions
20. Expand Literacy Group to include "I Want to Learn English"

Committee Three: The Message and Welcome

21. Welcoming Initiatives:
 - a. Include all ages as greeters
 - b. "Brainstorming" sessions for greeters
 - c. Create Worship Companions
 - d. Identify Coffee Hour Hosts
 - e. Identify specific hosts for key events
22. Create additional "Singles Groups"
23. Incorporate "Magnetic Church" model into how we attract new members
24. Facilitate development and monitoring of growth goals for St. Paul's
25. Develop membership tracking goals/tasks:
 - a. Follow-up cards for visitors
 - b. Follow-up notes or calls encouraging activity participation
 - c. Create a Church Directory

Committee Four: Membership and Community Programs (M&C)

26. Provide transportation program for seniors
27. Provide respite care (activities and fellowship) for seniors
28. Provide mentoring program for Paul's Place youth
29. Have two Ministry Fairs (in the fall and at annual meeting)
30. Heighten awareness and encourage participation in Cursillo events and initiatives
31. Conduct Small Group Leader workshops and training sessions
32. Recruit, train, and dispatch Lay Eucharistic Ministers

Committee Five: Administration (Admin)

33. Explore a Public/Media Relations staff person
34. Develop and articulate goals of a Public/Media Relations staff person

35. Cut operating budget reliance on reserves by 20% (compared to previous year)
36. Proactively review operating budget
37. Assist Rector and Staff with a review of key responsibilities/initiatives undertaken by each key staff member
38. Explore the feasibility of calling a new Deacon

Committee Six: Buildings and Grounds (B&G)

39. Assist with development of "B&G Budget and Plan for Long-Term Growth and Expansion"
40. Define an annual budget for maintenance of existing buildings
41. Assist in development of budget for any remodeling
42. Consider new technologies with building plans
43. Plan and implement short-term updates and maintenance

Committee Seven: Strategic Planning Team (SPT)

44. Meet on a regular basis to oversee the Plan, its progress and its teams/committees.
45. Act as a liaison to the committees for guidance and explanation.
46. Report to the Vestry on a regular basis with updates.
47. Identify/articulate new initiatives when needed.
48. Develop a process to identify/train/nuture leaders
49. Develop a growth goal for St. Paul's

Table 4: List of Initiatives for Year Two through Five (In Addition to Existing/Established Initiatives)

Committee One: Worship, Education, Fellowship, and Stewardship [WEFS]

50. Update/re-launch a parishioners' directory
51. Create "Sunday School" for adults
52. Continuation and expansion of Working Professionals Networking Group
53. Explore occasional music requests/formats/concerts from the congregation and community
54. Working Capital Fundraiser to secure an additional \$50,000 for working capital purposes
55. Stewardship of Church/Stewardship of the Earth to work towards: fostering a 'green' church
56. Create initiatives for:
 - a. Significant contributions (ex-financial)
 - b. Encouraging family/cross generation intermingling
 - c. A labyrinth design

Committee Two: Mission and Outreach [M&O]

57. Investigate founding and hosting a Scouting Program
58. Engage in affordable housing initiatives
59. Replicate Paul's Place in additional locations in Delray Beach

Committee Three: The Message and the Welcome [M&W]

60. Card with a sad-faced clown that says "We miss you! Is everything okay?" (H&W)
61. Golf Cart Greeters in the event of remote parking

Committee Four: Member and Community Programs [M&C]

62. Create Parish Armed Forces Outreach Program
63. Re-institute Episcopal Church Women ministry at St. Paul's
64. Lecture Series

Committee Five: Administration [Admin]

65. Establish a program to ensure annual reviews are given and position descriptions are updated
66. Develop and implement a sustainability plan for the church, minimizing the church's carbon footprint
67. Improve signage within the church
68. Explore potential for a Youth Minister position

Committee Six: Buildings, Grounds, and Technology [B,G&T]

69. Address acquisition of nearby additional property
70. Create more parking

FIGURES

Figure 1: Organizational Chart For Strategic Plan

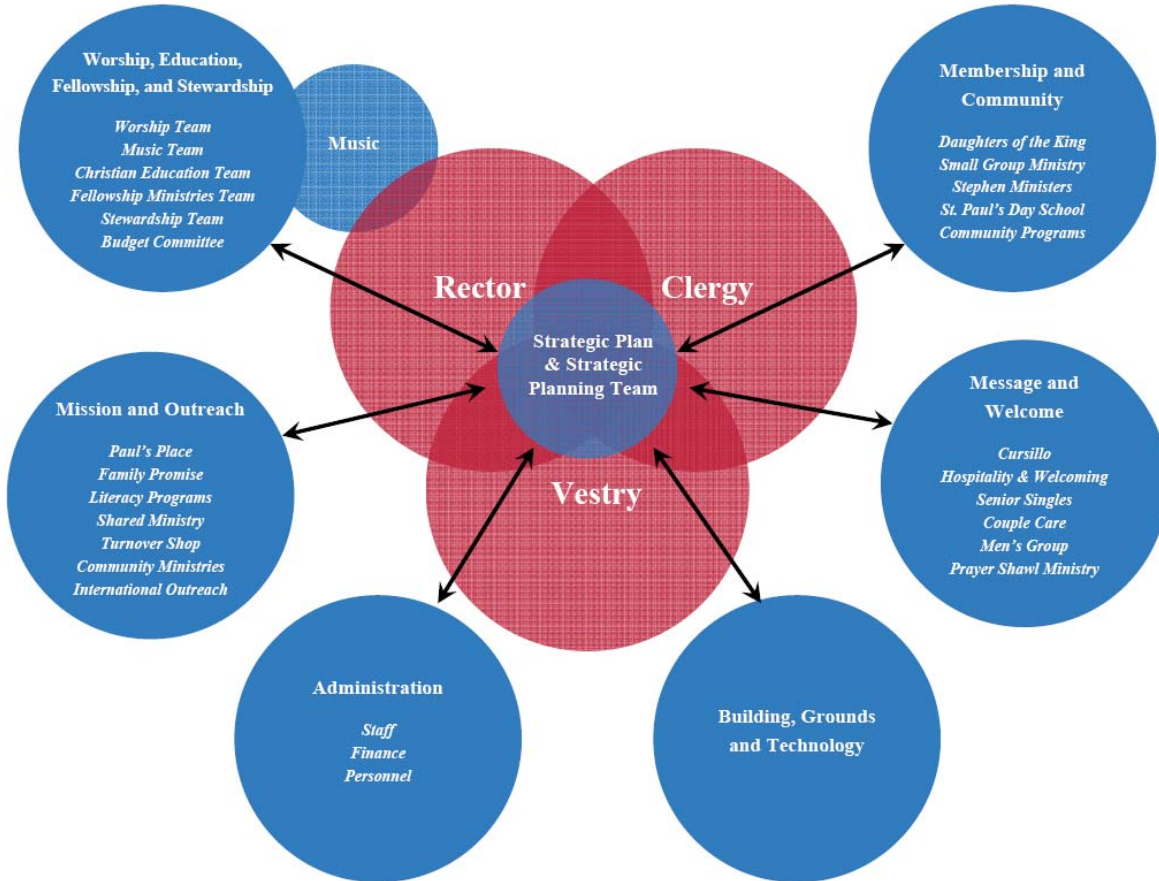


Figure 2: Annual Strategic Plan Implementation Flow

