

## St Paul's-By-The Sea Strategic Plan 2020

### Goals & Objectives

#### Evangelism

*"Go therefore and make disciples of all nations, baptizing them in the name of the Father and the Son, and the Holy Spirit." Matthew 28:19*

*"And Jesus said to them, 'Follow me, and I will make you become fishers of men.'" Mark 1:17*

Goal: We will spread the good news of Jesus Christ and we will welcome all who enter His church.

#### Objectives:

- Develop and implement an effective communication and marketing plan that targets a diverse population, focusing on families, which will be evaluated annually by March 1<sup>st</sup>.
- Maintain and grow an open, welcoming community that embraces diversity as evidenced by 5% church annual membership growth, as evaluated annually by March 1<sup>st</sup>.
- Integrate new members into the life of the church through involvement in church activities with 4 weeks of initial contact.
- Develop member retention process that addresses issues of why members leave and engagement of existing members into church life

#### Worship

*"You shall love the Lord your God with all your heart, with all your soul and with all your mind. This is the great and first commandment." Matthew 22:37-38*

Goal: We will build the body of Christ through dynamic worship.

#### Objectives:

- Maintain music program recognized by the congregation and the beaches community.
- Conduct maintenance, repairs and other measures to ensure organ is in good working order.
- Evaluate and update each service annually by February 1 (or a date before the change of vestry membership) to ensure services are meeting the needs of the attending congregation.
- Adapt type and times of worship to meet the needs of the community.
- Leverage retired clergy to support worship services.

## **Fellowship**

*“What we have seen and heard we proclaim to you also, so that you too may have fellowship with us; and indeed our fellowship is with the Father, and with His Son Jesus Christ.” 1 John 1:3*

Goal: Strengthen the parish through fellowship opportunities.

(The Fellowship ministry is one of the largest in the Parish. It includes the following ministries: Birthday Cards, Breakfast Crews, Brotherhood of St. Andrew, Coffee Hour Hosts, Daughters of the King, Episcopal Church Women, Foyer Groups, Guild of the Christ Child, Healing Prayer Team, Incredible Edibles, Office Volunteers, Oktoberfest, Prime, St. Monica’s Guild, Yoga and Tai Chi.)

Objectives:

- Continue the current parish wide events such as Incredible Edibles, Oktoberfest, Parish Picnic and Foyer Groups.
- Annually determine additional fellowship events beyond traditional events needed to enhance the church life.
- Develop an effective parish wide communications network to assist in the coordination of the above goals.

## **Spiritual Formation**

*“You did not choose me, but I chose you and appointed you to go and bear fruit.”  
John 15:14-16*

Goal: We will provide an array of meaningful, spiritual programs to strengthen our faith and deepen our understanding of the good news of Jesus Christ.

Objectives:

- Conduct an assessment by March 1 of every calendar year, of all Christian formation programs to identify improvements and/or new program needs.
- Ensure there are spiritual programs in place to meet the needs of our various membership demographics including families, children, young adults, women, men, and people of all ages.
- Annually evaluate and update education and seasonal liturgical programs for the congregation.

## **Outreach**

*“Truly I tell you just as you did it to one of the least of these who are members of my family, you did it to me.” Matthew 25:40*

Goal: Inspire and encourage passionate service to the community through a variety of outreach ministries that are supported financially, or otherwise, by the church.

### Objectives:

- Determine financial support needs for specific outreach activities, review annually.
- Oversee outreach activities carried out by SPBTS groups and individuals, review quarterly.
- Increase involvement of parishioners in outreach activities annually by 10% of church population until 2022.
- Increase funding for approved outreach ministries to at least 10% of SPBTS budget by 2022, reviewing annually.
- Establish a help network through the parish to assist parishioners with needs, such as driving for doctor’s appointments, meals for shut-ins, and hurricane evacuations.

## **Stewardship**

*“Based on the gift each one has received, use it to serve others, as good managers of the varied grace of God.” – 1 Peter 4:10*

Goal: Ensure that Vestry and church leadership have current accurate financial information and appropriate financial resources to operate the church.

### Objectives:

- Administer Annual Giving Campaign to provide income to meet annual operating budget and maintain adequate restricted and unrestricted cash reserves as determined by the Treasurer and Finance Committee.
- Administer capital campaigns to finance maintenance and improvements of facilities as desired by the Rector and Vestry.
- Adapt annual giving and capital campaigns to address demographics of sub-groups within the congregation – i.e. young families, fixed income retirees, affluent families.
- Educate congregation on the importance of participation in the Annual Giving and Capital Campaigns with the goal of increasing the number of pledging units by 5% a year and increasing the amount of average pledge by the US cost of living each year.

- Review and report financial condition of the parish to the congregation on a minimum of quarterly.
- Maintain financially stable parish that operates on a balanced budget annually.
- Maintain adherence to established Finance Committee Charter.

### **Buildings and Grounds**

*“Let not your hearts be troubled. Believe in God; believe also in me. In my Father's house are many rooms. If it were not so, would I have told you that I go to prepare a place for you? And if I go and prepare a place for you, I will come again and will take you to myself, that where I am you may be also.” John 14: 1-3*

Goal: The buildings and grounds of SPBTS are aesthetically welcoming and fit the worship and programming needs of the congregation, administration, and outreach.

#### Objectives:

- Evaluate the accessibility and use of buildings and grounds at the SPBTS campus by April 1, 2020.
  - Determine accessibility and optimization of church buildings for needs of parish including non-administrative spaces on the SPBTS campus used in worship services and other church functions.
  - Evaluate use of existing buildings at SPBTS campus to include size of space, frequency of use, and accessibility. Existing buildings include Christopher Building, Stormes Hall, “youth” house, and BFAS house.
  - Compare annual operational costs of each building, including utilities, insurance, and projected maintenance to building utilization.
  - Identify known capital expenditures to ensure safe use of buildings and grounds.
    - Stormes Hall settlement issues
    - Stormes Hall probable asbestos issue
    - “Youth” house
    - BFA house
  - Determine housing needs for SPBTS sexton.
- Develop a comprehensive plan based on evaluation data that ensures the best use of the SPBTS campus buildings by October 2020.
  - Propose best use of existing buildings and grounds.
  - Eliminate or improve buildings that are unsafe and/or inefficient.
  - Propose new construction or remodeling of existing buildings.

- Build and/or remodel spaces necessary to fit the worship and programming needs of the congregation, administration, and outreach of SPBTS by January 2024.
- Develop maintenance plan for major machinery of buildings and physical structures.

### **Administration**

*“But all things must be done properly and in an orderly manner.”* 1 Corinthians 14:40

Goal: To have a strong business foundation that will guide and drive the church operations.

Objectives:

- Ensure comprehensive procedures are in place to address staff reviews, staff succession, and staffing level by March 1 of each year.
- Establish, nurture, and grow a strong working relationship with Episcopal School of Jacksonville to the mutual benefit of both organizations.
- Continually have an active business focus throughout the year for all leadership roles, committees, and vestry.
- Ensure appropriate social media and marketing plans are in place and reviewed annually for effectiveness and appropriateness.
- Actively engage church members in leadership of church mission, outreach, administration and evangelism.