



Church of the Redeemer

Episcopal

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May 13, 2007

Dear Participants in the Redeemer Community:

On behalf of the Strategic Planning Committee, I am pleased that we can provide you with a copy of the Church of the Redeemer's Strategic Planning Report *A Plan for Growth...A Call for Action*.

The 2007 Strategic Plan has emerged from a truly collaborative effort. Over the past year, members of the Strategic Planning Committee have listened to fellow parishioners share their hopes and dreams for the Church of the Redeemer. These discussions have confirmed that we are a vibrant, energetic community of worshippers who find an abundance of opportunities to serve God through the Church of the Redeemer's worship services, educational programs, fellowship gatherings, and outreach ministries.

The Plan recognizes the strengths of the Church of the Redeemer and seeks to build on them so that we can continue to develop our spiritual center and invite others to join us. To this end, the 2007 Plan identifies four priorities to guide our growth as a Christian community:

- Strengthening **our spiritual center** by offering a variety of worship and prayer opportunities, enabling every parish member to grow in their Christian belief.
- Inviting current parishioners and newcomers to share in **our parish vitality** by fostering a welcoming community, creating opportunities for volunteer leadership, and engaging participants through effective communication.
- Renewing our commitment to **a mission beyond our campus** by fostering a hands-on outreach to those in need, grounded in our understanding of Christian community as something far broader than the parish itself.
- Ensuring **our financial sustainability** as faithful stewards by improving and maintaining our beautiful buildings and grounds and managing our assets to sustain our long-term financial health.

On your behalf, let me thank Leslie Boris for chairing the Strategic Planning Committee and dedicating the past year to helping the Church of the Redeemer identify our priorities and goals for the next few years. She and her committee are to be commended for helping this parish articulate what is most to be valued as we plan our future together. May God bless the fruits of their diligence and our continuing ministries in the Name of Jesus Christ.

Yours faithfully,

The Rev. Peter W. Sipple
Rector

THE
CHURCH OF THE REDEEMER

2007
STRATEGIC PLAN

*“A PLAN FOR GROWTH . . .
A CALL FOR ACTION”*

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Our Action Plan: Visions, Goals, Strategies & Actions

(Copies available from the Church Office)

I. Forward

Introduction

The Strategic Planning Committee of the Church of the Redeemer is pleased to present the attached 2007 Strategic Plan: “A Plan for Growth...A Call for Action”. For the past year, our Committee has listened to fellow parishioners share their hopes for Redeemer’s future. Based upon these conversations, we are providing this roadmap that will help guide decision making at the church over the next 3-5 years.

Before beginning this process, we, as a committee, reviewed the 2003 Strategic Plan, “Energetic Spirits, Generous Hearts.” Along with the Clergy and Vestry, we agreed that the basic assumptions and mission of the 2003 plan remained valid and a strong starting place for us as we began our comprehensive dialogue with the parish. As in 2003, we recognize that we, as a parish, need to continue to grow. Growth, as a church, assumes two forms. First, we must continue to support our parishioners as they continue to grow in their individual spirituality and to develop as Christians. Second, we must continue our current growth rate in membership. Membership growth will allow us to maintain the existing wealth of spiritual offerings that we provide to parishioners and guests, maintain our beautiful church buildings and grounds, and permit us to expand upon these offerings in the coming years.

Our discussions with parishioners confirmed that we are a vibrant, energetic community and re-affirmed that parishioners are excited about our wealth of opportunities to serve God and foster our own spiritual growth. Our church is actively engaged in God’s work at many levels. Recognizing and honoring all that is working so well at this time, this plan seeks to build on the current momentum while identifying the need for some new initiatives.

We hope this Strategic Plan will serve as a living, working document that guides the work of the Vestry and the many ministries at the Church of the Redeemer over the next few years. We recommend that this plan be revisited on a regular basis, not only to assess progress toward these goals, but also to make adjustments for unforeseen events and new realities as they occur. As a result, we have also included our thoughts for creating a process to insure that the Strategic Plan is incorporated into the daily life of the Church of the Redeemer.

We need to express our gratitude to all who took the time to share their thoughts with us and help guide us in our efforts. This Strategic Plan is truly a collaborative effort. It builds upon the 2003 Strategic Plan, the work of the Natural Church Development (NCD) Committee, and the thoughts of the parishioners who spent hours being interviewed, responding to surveys, participating in follow-up discussions, and agreeing to be part of the process to make the Plan a reality in the upcoming years. In advance, we need to thank all those who give life to the numerous ministries at the Redeemer and hope that they will be inspired to incorporate the visions, goals, strategies, and action points that follow.

Your Strategic Planning Committee:

Leslie Boris, Chairperson, Beth Corrigan, Cecily Craighill, Stephen Lee, Grant Norris, David Senior, Doug Raymond Jr., Margaret Sipple, Tad Sperry and Ginger Woods

Our Strategic Planning Process

In May 2006, the Rector, Peter Sipple, and the Vestry commissioned the Strategic Planning Committee (SPC) to develop a strategic plan for the Church of the Redeemer, building upon the previous strategic plan distributed in January 2003. As such, the Vestry asked the SPC to establish a set of priorities and specific goals for the church to guide our activities over the next three to five years. The SPC was also charged to create a process to ensure that the strategic plan is incorporated into the daily life of the Redeemer.

The SPC briefed itself on a number of relevant documents including the Rector's Report from the Annual Parish Meeting, January 29, 2006; Vestry Retreat Minutes, February 2006; Natural Church Development (NCD) Booklet; Operational Ministries of the Church of the Redeemer; Committees of the Vestry and the Parish (as of 2/06); and The Church of the Redeemer 2003 Strategic Plan.

The SPC designed a two phase process to solicit as much parish input into the plan as possible. In Phase One (Data Gathering and Analysis) SPC members, in concert with Campaign Steering Committee (CSC) members, conducted over 40 face to face interviews. From those interviews, the SPC designed and piloted a survey. By November, over 275 parishioners completed the survey. Ten major strategic themes emerged from the data, corresponding vision statements, goals and strategies were formed.

In Phase Two (Strategy Formation) a series of ten different "Action Planning" meetings were held, one per each of the key themes. In all, over 85 existing committee members and interested parishioners attended these meetings and helped define specific action recommendations for specific goals to support key strategies. All of these actions are listed in the "Action Plan" section of this report.

Throughout, the Vestry has received regular updates, provided input, lent its support on the Strategic Planning process and took time to review the draft plan during the February, 2007 Vestry retreat.

How we see ourselves

The strategic planning process enabled the SPC members to develop a strong sense of many parishioners' perspectives on the current environment at the Redeemer as well as their hopes for the future. Perspectives were gathered during initial interviews, from the open comments section of survey responses and at numerous meetings.

It is difficult to summarize the many parishioner comments received by members of the Strategic Planning Committee, yet it is valuable to get a taste of broader perspectives. Listed below is a collection of notes drawn from initial interviews, feedback sessions, and the comments section of our survey categorized into Strengths, Challenges and Opportunities. Please recognize that these comments are not prioritized or listed in any particular order; they consist simply of what we heard and read.

Strengths of the Redeemer

- **Community:** the people, friendships, caring members & fellowship
- **Worship Services:** the Anglican service, sermons, music, history & traditions
- **Spirituality:** spiritual community, family focus, broad theological beliefs
- **Church Building & Grounds:** the beautiful church, playgrounds & graveyards
- **Outreach:** community service, generosity, people with vital ministries
- **Sunday School (Christian Formation):** great program for young children
- **Clergy:** clergy support, friendly, dedicated, talented, mature, accessible
- **Music:** an integral part of worship service, the choirs
- **Other:** small group opportunities; Catechesis, sermons, flowers and openness to new ideas, initiatives, etc.

Challenges Facing the Redeemer

- **Lack of Welcoming:** sense of closed groups, formality & lack of diversity
- **Worship:** communion in side aisles, too much music, ever changing liturgy
- **Space Limitations:** aging & fragmented buildings, old bathrooms, parish house, deferred maintenance, the quantity and quality of church school facilities, lack of space for activities, distance of parish house from church
- **Lack of Volunteers:** getting volunteers to support existing activities of the church
- **Church's Finances & Budget:** parishioners' understanding needs development
- **Other:** a large number of aging parishioners; "Change;" church programs for older youth that they want to attend; a need for more "hands on" outreach; sermons; Clergy turnover; lecture topics; lack of fellowship after services

Opportunities for Growth

- Encouraging more individuals to better use their talents, intelligence, skills and gifts as ministers of Jesus Christ in both church activities and daily life
- Increasing outreach ministry
- Attracting families, children and youth
- Welcoming and incorporating newcomers, encouraging more diversity
- Developing a Campus Master Plan: refurbish our parish house and church space including improving bathrooms, more parish house space, update classrooms, consider a large fellowship space
- Encouraging youth participation as well as adults in worship services
- Providing more direct outreach support to people in nearby neighborhoods
- Reexamining our Sunday morning schedule
- Providing more casual activities for adults : social, coffee time, small groups

Our Mission

The mission statement was developed as a part of the 2003 Strategic Plan and was confirmed as a part of the current strategic plan.

“The mission of the Church of the Redeemer is to celebrate the love of God in Jesus Christ in an open and welcoming Christian community, worshipping together, learning and growing together, and supporting each person we touch in our parish and the world through the generous and creative use of God’s gifts.”

II. Our 2007 Strategic Plan: “A Plan for Growth...A Call for Action

This plan for growth that follows is action oriented. It emphasizes key visions for the future and suggests strategies that will help us achieve these visions. Building on the Redeemer’s present strengths and recognizing its challenges, ten key themes emerged during the extensive planning process based upon much parish input. These themes, listed in no particular order, are spiritual development and worship; ministry with children youth and families; music; engagement/volunteerism; welcoming; leadership; communications; outreach; facilities; and finance and stewardship. These ten themes were further grouped together to create our four strategic priority areas.

Our Four Strategic Priorities for the 2007 Strategic Plan:

- **Our Spiritual Center**
- **Our Parish Vitality**
- **Our Mission Beyond Our Campus**
- **Our Financial Sustainability**

Our Spiritual Center

From the 2003 Plan:

“Creating Space for the Holy Spirit: We understand that this is fundamentally what defines us as a community...this is the source from which all else flows.... The responsibility of the church is to help people who are living harried, hurried lives find opportunities for reflection and moments of grace.”

2007 Vision:

- **Our spiritual development:** We, the parishioners, members of the faith community of the Church of the Redeemer, understand that the Holy Spirit unites us as a community. We understand the importance of our offering a variety of liturgies and opportunities to worship, pray and grow spiritually. We believe small group initiatives are a good direction, and we seek to enable our parish members of all ages to increase their Christian belief, trust and understanding.
- **Our ministry with children, youth and families:** We are called to support the involvement of young people in our faith community from birth through secondary school and to help them become the people God intends them to be. We recognize that children and youth are members of the church in their own right and that their experience at Redeemer will shape their life as Christians. We recognize that parents are among children’s most influential mentors and teachers, and we seek to support parents in this important role in their children’s journey of faith.

Key Strategies (*Action Groups*):

1. Develop communications about what spiritual development is and how to nurture it. (*expanded Adult Spiritual Formation Committee; Spiritual Formation Committee for Children and Youth; newly recommended Communications Committee; Natural Church Development; Clergy*)
2. Revise and expand our large and small group offerings to increase the number of people actively participating (*Adult Spiritual Formation Committee; Spiritual Formation Committee for Children and Youth; Clergy*)
3. Continue to strive for worship that is beautiful, fresh, engaging and empowering by developing our resources in liturgy, music, and architecture. (*Clergy and lay ministers; Worship and Buildings Committees; Music; Altar; Flower Guilds; Acolytes; Lectors*).
4. Broaden and increase opportunities for children, youth and their parents to participate in and share leadership for the life of the Redeemer community, welcoming their ideas, hopes and service. (*Worship; Stewardship; Outreach; Spiritual Formation for Children and Youth Committees; a newly recommended Youth Committee; Clergy*)
5. Enhance and expand physical facilities for children and youth to accommodate both existing and future needs. (*Buildings & Grounds; Campaign Steering; Spiritual Formation for Children and Youth Committees; Clergy; Leaders & Staff*)
6. Continue to strengthen our Christian formation programs and support our Christian formation leaders (*Christian Formation; Vestry; Clergy; Leaders & Staff*)

Our Parish Vitality

From the 2003 Plan:

“...Grow our Reach- Share our Gifts: We want to invite more people- current parishioner, newcomers and potential members- to share more fully in our wonderful programs. Through this we are expressing our call to Christian ministry and service with generosity and energy.”

Our 2007 Vision:

- **Our welcoming community:** We are blessed with a wonderful parish community, and we want to share what we love. Inviting others to join us expresses all that is best in us. As we seek to be transformed by Christ, our call as individuals and as a community is to be welcoming and to show hospitality to all. We believe the mission Christ gives us is fulfilled as we work to promote a steady influx of new members, who both replenish the places of those no longer with us and bless us with the gifts of renewing energy, ideas and resources.

Our Parish Vitality (Continued)

Our 2007 Vision:

- **Our engagement of our members:** We will encourage parishioners of all ages to continue their spiritual growth through increased participation in one of the Redeemer's many ministries.
- **Our leadership needs and opportunities:** We want to develop the best possible leaders to support all of our ministries here, recognizing that these volunteer and professional leaders are choosing ministries based upon their skills, passion, faith and Christian calling. We also believe that it is important to provide an environment rich with opportunities, guidance and support for impassioned individuals.
- **Our communications:** We know that communicating effectively is essential for keeping parishioners informed about worship, education, volunteer ministries and fellowship opportunities. Accessible communications also introduce new and potential parishioners to the wealth of opportunities for spiritual growth and service through the Redeemer.

Our Key Strategies (*Action Groups*):

7. Broaden the ongoing conversation within the parish around the practices of greeting, inviting, welcoming and nurturing newcomers. Develop the parish's understanding of itself and its perception by the wider community as an open, welcoming and friendly congregation. (*NEW; Adult Spiritual Formation; Outreach Committees; Natural Church Development; Parish Life Council; Clergy*)
8. Establish a process to help members identify their gifts and link them to existing or new volunteer ministries. (*NEW; Stewardship Committees; Clergy; a proposed Volunteer Coordinator*)
9. Call, develop, support and train new leadership among all members to continually revitalize our programs and ministries. (*Committee chairs; Vestry; Clergy; Staff; proposed Leadership Nominating Committee*)
10. Improve the physical facilities available for promoting welcoming, adult education, fellowship activities and parish meetings, both large and small. (*NEW; Adult Spiritual Formation; Buildings & Grounds; Spiritual Formation for Adults; Campaign Steering Committees; Master Plan Task Force; Vestry; Clergy; Leaders & Staff*)
11. Build greater awareness of, and enthusiasm for, the opportunities available through The Redeemer by making our electronic communications more readily accessible. (*NEW Committee; Staff; and a newly proposed Communications Committee*)

Our Mission Beyond Our Campus

From the 2003 Plan:

"...In addition to the clear value we place on sharing our financial resources with the broader community, we also value hands-on outreach efforts that take us outside our walls and help us make human connections. The value of service and of 'doing' is grounded in our understanding of true Christian community and fellowship as something far broader than the parish itself."

Our 2007 Vision:

- **Our outreach ministries:** We want to support our Christian values of service to those in need by providing hands-on outreach opportunities on a regular basis for families, youth, children and adults and by strengthening and expanding our source of funds for outreach.
- **Our communications:** We want to expand and enhance external communications with the broader community about the wealth of opportunities here.

Our Key Strategies (*Action Groups*):

12. Expand our outreach efforts by offering a variety of hands-on opportunities that meet the needs of our parishioners and the neighboring communities. (*Outreach Committee; Staff*)
13. Strengthen and expand sources of funds including our operating outreach budget to raise our overall level of giving over the next five years. (*Outreach and Finance Committees; Vestry; Clergy*)
14. Continue to use our music program to build community and to be an instrument of outreach, welcoming, intergenerational interaction and communication/evangelism. (*Music Guild; NEW; Outreach Committees*)
15. Support a proactive policy of communications about all Redeemer outreach efforts to the larger community. (*Clergy; Staff; newly proposed Communications Committee; Outreach; Parish Life Committees; Vestry*)

Our Financial Sustainability

From the 2003 Plan:

....” We see in the parish a growing understanding of confidence and commitment to resolve the challenges we face around deficit financials, membership,... facilities maintenance and functionality and relatively low stewardship participation...”

Our 2007 Vision:

- **Our facilities:** Building on the ongoing work of the Master Planning Task Force, we will responsibly manage the beautiful facilities passed on to us from previous generations and make whatever improvements are deemed necessary to support the programs and ministries that enhance the experiences of the parishioners.
- **Our financial health:** We will continue to develop our financial strength to enable us to maintain existing activities and develop new ministries that support the vision, mission and objectives of the congregation and the Episcopal Church USA. We will continue to manage the church’s assets in a manner that sustains its long-term financial health.

Our Key Strategies (*Action Groups*):

16. Increase awareness and understanding within the congregation of the church’s financial situation through targeted communications and educational offerings. (*Vestry; Stewardship; Finance Committee; Staff; new proposed Communications Committee*)
17. Develop a campus master plan for facilities improvement based upon current and future church needs (*Strategic Planning; Campaign Steering Committees; Master Plan Task Force; Staff; Clergy & Vestry*)
18. Establish a separate endowment for maintenance of our facilities. (*Vestry; Campaign Steering Committee; Finance Committee; Staff*)
19. Increase the total pledge dollar contributions to reflect rising costs and a growing membership. (*Stewardship Committee; Parishioners*)
20. Develop a program of raising funds to achieve the capital improvements to our buildings and grounds recommended in this plan. (*Vestry; Campaign Steering Committee*)

III. Our Living Plan

We hope this Strategic Plan will serve as a living, working document that guides the work of the Vestry and the many ministries at the Church of the Redeemer over the next few years. We recommend that this plan be revisited on a regular basis, not only to assess progress toward these goals, but also to make adjustments for unforeseen events and new realities as they occur. Here are our thoughts for creating a process to insure that the Strategic Plan is incorporated into the daily life of the Church of the Redeemer.

A vestry liaison exists for each committee, who is available to assist the committee in making progress on new plan initiatives. Vestry liaisons are encouraged to provide the Vestry with regular updates and committee chairs are encouraged to develop and present specific recommendations to the Vestry for approval as necessary. The Strategic Planning Committee (SPC) will conduct a six month review of progress toward plan goals. The SPC will also follow-up on recommended initiatives that do not currently fall under existing committees or ministries.

In addition, Committee Chairs will be invited to get together at least once a year to coordinate initiatives. Various initiatives may continue to evolve over time and the planning document will change to reflect that. Parish members will be updated on strategic initiatives by the Vestry in the church's Annual Report in addition to other ongoing communications.

Parishioners are encouraged to join a committee or participate in a ministry that interests them. We are a Church community made up of individuals that one by one make a difference in building our future together.

The Church of the Redeemer

2007 Strategic Planning Report

“A Plan for Growth...A Call for Action”

APPENDIX

As of 10/8/07

Appendix Only 10-8-07.doc

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Our Action Plan: Visions, Goals, Strategies & Actions (as of 10/8/07)

OUR SPIRITUAL CENTER

I Spiritual Development

Strategic Vision:

We, the parishioners, members of the faith community of the church of the Redeemer, understand that the Holy Spirit unites us as a community. We understand the importance of our offering a variety of liturgies and opportunities to worship, pray and grow spiritually. We believe that small group initiatives are a good direction and we seek to enable parish members of all ages to increase their Christian belief, trust and understanding.

Goal:

Increase parishioners' individual belief, trust and understanding by providing expanded offerings for both small and large groups where parishioners can experience their own spirituality and gain the tools and insights to further their journey as Christians. Measurements of success include attendance at worship and educational programs and the number of related offerings.

Strategy I A:

Develop communications around what is spiritual development and how to work to nurture it.

1. Weave spiritual development opportunities into existing verbal communications (Sermons, Sunday school, new member gatherings, youth dinners, etc.).
2. Create bulletin notices discussing spirituality.
3. Establish an ongoing committee to explore and plan the development of a fuller menu of options for people who want to broaden and deepen their spiritual lives. This would cover educational as well as reflective and prayerful experiences.

Strategy I B:

Revise and expand our "large group offerings" to increase the number of people actively participating.

4. Add a regular Spiritual Development Series (an Adult Education alternative) to enhance Christian belief, trust and understanding. This could be supplemented by outside speakers.
5. Encourage the continuation of Café Conversations on an ongoing basis.
6. Encourage Sunday sermons to include discussion of Christian Doctrine.
7. Create an expanded Adult Spiritual Formation Committee to include Clergy and Vestry liaisons.

Strategy I C:

Revise and expand our “small group offerings” to increase the number of people actively participating.

8. Establish Sunday night dessert and discussion groups of 6-8 people that will discuss spiritual materials.
9. Conduct several retreats each year, open to all parishioners.
10. Create other special interest groups, such as new Bible study alternatives.
11. Continue to support new and existing small group efforts such as Lenten series, Foyers, Meet the Propers, Women’s Retreat, Inquirers’ Class, Contemplative Prayer Group, and the Grief Group.
12. Establish a new book club with novels containing a spiritual aspect.

Strategy I D:

Continue to strive for worship that is beautiful, fresh, energetic and empowered by developing our resources in liturgy.

Strategy I E:

Encourage individual prayer and meditation at Church and at home.

13. Create and manage a lending library.
14. Provide special opportunities for reflection and moments of grace.

(Action Groups: Newly expanded Adult Spiritual Formation Committee, Director of Communications, NCD, Clergy, Staff)

II Ministry with Children, Youth and Families

Strategic Vision:

We are called to support the involvement of young people in our faith community from birth through secondary school and to help them become the people God intends them to be. We recognize that children and youth are members of the church in their own right and that their experience at Redeemer will shape their life as Christians. We recognize that parents are among children’s most influential mentors and teachers, and we seek to support parents in this important role in their children’s journey of faith.

Goals:

Engage children, youth and families more deeply in the teaching and life of the Christian community. Our success will be measured by overall and continuity of participation in programs available to children, youth and families.

Increase the proportion of the Operating Budget allocated to these ministries designed for children, youth and families.

Strategy II A:

Broaden and increase opportunities for children, youth and their parents to participate in and share leadership for the life of the Redeemer community, welcoming their ideas, hopes, and service.

15. Coordinate with existing outreach programs to facilitate hands-on outreach participation for families.
16. Establish a “youth task force” with multiple age youth representatives, Clergy and Vestry members, to explore how our youth may be better incorporated into the life of the parish and to have their voices heard.
17. Reach out to children and youth who are not engaged in the Redeemer community of faith to make sure they know about the full range of opportunities that are available to them.
18. Develop an approach to stewardship education for children that may include input from youth, the Stewardship Committee, the Committee for Spiritual Formation of Children and Youth, Worship Committee, Stewardship and Outreach Committee.

(Action Groups: Committee for Spiritual Formation of Children and Youth, Clergy, Newly recommended Committee of Youth, Director of Communications and Stewardship, Outreach Committee and Stewardship Committees)

Strategy II B:

Enhance and expand physical facilities for children and youth to accommodate both existing and future needs.

19. Provide alternative locations for Rite 13 and J2A.
20. Provide more flexible and informal space for youth to gather.
21. Provide space appropriate to the needs of our children’s Christian formation programs.

(Action Groups: Buildings & Grounds, Campaign Steering Committee, Campus Master Plan, Spiritual Formation, Director of Children’s and Youth Ministries, Clergy, Youth Leaders & Staff)

Strategy II C:

Continue to strengthen our Christian formation programs and support our Christian formation leaders.

22. Form a study group, including representative trained Catechists, to explore ways to maintain the momentum and quality of *The Catechesis of the Good Shepherd* in the future, as well as the possibility of expanding to a third level.
23. Form a study group to explore how best to make a strong transition from Levels One and Two of *The Catechesis of the Good Shepherd*.
24. Form a study group, including parents of youth, to assess and make recommendations for our programming with youth.
25. Assess and strengthen our process for calling new volunteer leaders.
26. Strengthen communication in the congregation about the nature and goals of Redeemer’s Christian formation programming, beginning with *Journey to Adulthood* and Redeemer’s approach to Confirmation preparation.

(Action Groups: Director of Children's and Youth Ministries, Clergy, Leaders, Staff and Committee of Spiritual Formation of Children and Youth)

Strategy II D:

Increase the engagement of youth in worship.

27. Appoint a task force of the Worship Committee, with representative youth, clergy and parents, to explore innovative approaches to worship.
28. Continue to support and expand young people's involvement in the leadership of worship through service as acolytes, choristers, greeters, lectors, and ushers.
29. Encourage new connections between *Journey to Adulthood* and existing worship services.
30. Invite J2A to share their Pilgrimage experience at a 9:00 am worship service.

(Action Groups: Clergy, Director of Children's and Youth Ministries, Worship Committee, J2A leaders)

Strategy II E:

Encourage partnership with parents in support of their children's faith development.

31. Develop our pastoral care ministry for families.
32. Continue to offer programs for parents after the 9:00 am service.
33. Offer more intergenerational programming, including family retreats.
34. Provide support for practicing faith at home.
35. Identify and implement changes to our website to make it more helpful to parents and youths.
36. Strengthen and support the *Moms' Group* and *Dads' Group*.
37. Increase numbers of parents who are involved in supporting their children's Christian Formation program.

(Action Groups: Committee for the Christian Formation of Children and Youth, Clergy, Director of Communications, Adult Forum Committee, Moms' Group and Dads' Group)

III Music

Strategic Vision:

We believe that the musical offerings at Redeemer glorify God through the enrichment and enhancement of our worship experience and are a powerful instrument of outreach, bringing people the gift of music and Christian worship.

Goal:

Use music boldly to enhance the worship experience, foster Christian formation, build community, and to be an instrument of outreach, welcoming, intergenerational interaction, and communication/evangelism. Our success will be measured by the quality of our program offerings and the participation in our music programs and the feedback from the parish at large.

Strategy III A:

Continue to strive for worship that is beautiful, fresh, engaging and empowering by developing our resources in music.

38. Communicate on a regular basis to the entire congregation the church-wide goals that the music program supports focusing on the valuable role that music plays in our outreach, welcoming, community building and Christian formation efforts.
39. Examine the feasibility of establishing a Choral scholar-in-training program.
40. Examine the feasibility of establishing an Organist scholar-in-training program.
41. Rebuild the Organ endowment/fund to maintain the organ into future years.
42. Examine the feasibility of additional support for the music director, either volunteer or paid.

(Action Groups: Music Director, Music Guild, Finance Committee, Worship Committee, Vestry, Clergy & Staff)

Strategy III B:

Continue to use our music program to build community, and to be an instrument of outreach, welcoming, intergenerational interaction and communication/evangelism.

43. Expand the Great Concerts for Great Causes program.
44. Explore the feasibility of establishing an after school choral program for at risk children in our community offering choral instruction, music education, homework help and Christian formation provided by volunteers of all ages from the Redeemer community as well as the music department.
45. Develop a touring schedule for the Redeemer Choir.

(Action Groups: Music Director, Music Guild, Vestry, Clergy, Outreach, Finance Committee)

Strategy III C:

Continue to discover and develop new funding sources for all the various music offerings including foundation and private funding sources.

Strategy III D:

Work with the Youth ministry to capitalize on the Christian formation opportunities within the music program.

(Action Groups: Music Director, Music Guild, Director of Christian Education, Vestry, Clergy & Staff)

OUR PARISH VITALITY

IV Welcoming

Strategic Vision:

We are blessed with a wonderful parish community and we want to share what we love. Inviting others to join us expresses all that is best in us. As we seek to be transformed by Christ, our call as individuals and as a community is to be welcoming and to show hospitality to all.

Goals:

Develop the parish's understanding of itself and expand its perception by the wider community as a welcoming and friendly congregation in order to promote a steady influx of new members who replenish the places of those no longer with us and bless us with the gifts of renewing energy, ideas, and resources. The ultimate goal and measurement is our membership growth and vitality.

Strategy IV A:

Broaden the ongoing conversation within the parish around the practices of greeting, inviting, welcoming and nurturing newcomers.

46. Create a welcoming column in The Voice and/ or the News similar to past columns highlighting Stewardship and Outreach in order to educate and inform the congregation about Welcoming and hospitality to visitors and newcomers.
47. Publicize learnings from the Natural Church Growth study in Adult Ed or other forums to help raise parishioner awareness of the issue of welcoming.
48. Develop workshop-style sessions to address parishioner concerns around the issue of welcoming.
49. Work with Clergy to assure that the message of hospitality is reinforced in all aspects of Redeemer's life, including worship and committee work.
50. Create a follow up process for contacting visitors and getting feedback from them on how well we are doing at welcoming. Report back to the vestry and the congregation.
51. Initiate an "Invitation Sunday" for parishioners to invite someone to visit.
52. Encourage parishioners to invite someone from outside the church to at least one COR activity each year. Work with the New Church Growth Committee to be sure that the offerings we have are the right ones to encourage inviting others.
53. Evaluate all these activities with regular follow up with parishioners about their attitudes to welcoming and newcomers.

(Action Groups: NEW, Adult Spiritual Formation, Outreach, NCD, Parish Life Council, & Clergy)

Strategy IV B:

Reinforce/ expand established practices to assure that everyone who visits the Redeemer, whether at a worship service or any other Redeemer activity, is invited to make this parish their church home.

54. Research successful welcoming programs at other growing parishes and present suggestions for adoption at Redeemer. Include parishioners who worship in other geographies in this effort.
55. Provide communications and educational offerings around the idea of our parish as a welcoming place, encouraging each parishioner to become a “welcomer”.
56. Look for additional creative ways to capture names/phone numbers/ email addresses as possible from visitors.
57. Develop a means to better evaluate how well we are doing at inviting others into our community, including finding ways to know if we are getting more visitors and tracking how many people we invite into our parish community.

(Action Groups: NEW, Director of Communications, Staff, Parish Life Council, Clergy & Staff)

Strategy IV C:

Develop and publicize a transparent process for moving people toward membership and educate the congregation on this process so that it becomes clear and widely understood by all.

58. Establish a “Church Friend” program to link new members with current members with similar interests/ background etc.
59. Establish a process for celebrating newcomers and new members.
60. Determine how much dedicated time (lay and/or staff) is needed to effectively coordinate welcoming, membership and newcomers and prepare report for Vestry consideration.
61. Establish a method to measure membership and progress towards membership including clear definitions of membership that are measurable from one year to the next.

(Action Groups: NEW, Director of Communications, Communications Committee, NCD, Parish Life Council, Clergy & Staff)

Strategy IV D:

Improve the physical facilities for promote welcoming, adult education, fellowship activities and parish meetings, both large and small.

62. Continue communications between the various committees regarding space needs and usages for welcoming and related activities.

(Action Groups: NEW, Buildings & Grounds Committee, Facilities Consultant, Campus Master Planning Task Force, Vestry & Capital Campaign Committee.)

V Engagement/Volunteerism

Strategic Vision:

We will encourage parishioners of all ages to continue their spiritual growth through increased participation in one of Redeemer's many ministries.

Goals:

At least 50% pledging individuals will be involved in ministries outside of worship service attendance. Each ministry will add at least one new participant each year.

Strategy V A:

Establish a process to help members identify their gifts and link them to existing or new volunteer ministries.

63. Establish and update annually a data base that captures members' existing volunteer activities, gifts, experiences and interests and helps them identify individual volunteer goals.
64. Establish a volunteer mentor program that makes experienced volunteers available to counsel other members of the parish.
65. Establish ways to recognize parishioners' involvement in ministries.

(Action Groups: NEW, Parish Life Council, Stewardship Committee, Clergy, a proposed Volunteer & Leadership Coordinator)

Strategy V B:

Provide all members with opportunities to serve the needs of the Church and the local and broader community through a range of well organized volunteer activities, both outreach and in-reach.

66. Review a master calendar of events to ensure that volunteer activities are available throughout the year and meet at times that are convenient for those willing to share their gifts.
67. Evaluate new and current opportunities for ministry, both outreach and in-reach.
68. Assign a Clergy member as volunteer liaison.
69. Establish a part-time/full-time Volunteer & Leadership Coordinator to facilitate volunteer opportunities, manage volunteer data base and assist in volunteer communications. (See also under Leadership VI A #75).

Strategy V C:

Enhance regular communications both between ministries and to the parish in order to create enthusiasm about all of the opportunities that exist at the Church of the Redeemer.

70. Establish a regular communications forum for each of the committees to provide updates (e.g. annual/bi-annual conventions).
71. Publicize on a rotating basis the members of committees and the recent activities of the groups.

(Action Groups: NEW, Parish Life Council, Director of Communications, Communications Committee, Clergy, Staff, a proposed Volunteer & Leadership Coordinator)

VI Leadership

Strategic Vision:

We want to develop the best possible leaders to support all of our ministries at the Redeemer, recognizing that these volunteer and professional leaders are choosing ministries based upon their skills, passion, faith and Christian calling. We also believe it is important to maintain an environment rich with opportunities, guidance and support for impassioned individuals.

Goals:

- Attract and retain a strong and engaged leadership, both lay and clergy, who serve the needs of the Church of the Redeemer.
- Fill open leadership positions promptly with individuals groomed for succession.
- Grow the number of individuals who are leaders to draw upon.

Strategy VI A:

Call and train lay and clergy leadership in all ministries.

72. Create an annual parish-wide forum to discuss and promote leadership opportunities.
73. Create a parish based “Leadership Nominating Committee” to support the leadership selection and election processes. A committee will be able to tap into a broad base of organizational volunteer knowledge.
74. Develop a succession planning process to identify and develop future lay leaders for major leadership positions
75. Develop a proposal for a new “Volunteer & Leadership Coordinator” position which would coordinate volunteer:
 - leadership talent and identification,
 - recruitment and recognition,
 - design and implement succession planning process
 - coordinate volunteer training and development program
 - coordinate volunteer engagement activities (see Engagement VA & V B)
 - collect, input and verify a volunteer data base of skills, past volunteer involvements and future interests
 - assist committee chairs in developing position descriptions for future recruiting
 - manage volunteer recognition program

(Action Groups: Clergy, Staff, Vestry, Committee chairs, & newly recommended Volunteer & Leadership Coordinator & Leadership Nominating Committee)

Strategy VI B:

Develop, train and support leadership among all members to continually revitalize our programs and ministries.

76. Develop position descriptions for all lay and clergy leadership positions including goals, objectives, timeframes and volunteer needs.
77. Develop a volunteer handbook or manual, workshops, and targeted communication tools for lay leaders.
78. Consider developing a leadership mentor program.

(Action Groups: Clergy, Staff, Vestry, Committee chairs, & newly recommended Volunteer & Leadership Coordinator & Leadership Nominating Committee)

Strategy VI C:

Help ministries identify their needs and develop a plan for its succession.

79. Identify each ministry's mission, its role within the Church of the Redeemer community, and its committee support needs.
80. Establish a process for an annual review of each committee and its committee needs for the coming year.

Strategy VI D:

Evaluate leadership and program needs and effectiveness.

81. Maintain and communicate an organizational structure and accountability plan for all key leadership functions.
82. Ensure links between Vestry and committee leadership by identifying Vestry liaisons to all committees and individual leadership positions.
83. Conduct an annual review of all committees and their functions to ensure effectiveness and support by the Church are maximized.
84. Conduct exit interviews to determine how people enjoyed their leadership positions, thereby soliciting suggestions to improve peoples' experiences, capturing institutional learning, and keeping past leaders engaged in parish life.
85. Encourage Vestry members to attend workshops to help support clergy and staff

(Action Groups: Clergy, Staff, Vestry, Committee chairs, & newly recommended Volunteer & Leadership Coordinator & Leadership Nominating Committee)

Strategy VI E:

Recognize new, existing, and retiring leaders on a timely basis.

86. Formalize a recognition program or strategy for honoring leaders.
87. Assess the feasibility of establishing an annual ministry appreciation luncheon/breakfast with an awards recognition ceremony.
88. Incorporate ministry recognition in weekly prayer.

(Action Groups: Clergy, Staff, Vestry, Committee chairs, & newly recommended Volunteer & Leadership Coordinator & Leadership Nominating Committee)

Strategy VI F:

Create and manage an institutional process for selecting and supporting clergy and staff to ensure successful administrative, liturgical, and pastoral functions and continuity of parish programs, traditions, and relationships.

89. Task a Human Resources/Compensation Committee of the Vestry to assist in the management of the annual performance review process for clergy and staff. This could include assisting in the development of position descriptions, review of self and peer evaluations, goal setting, as well as salary review and recommendations and other compensation related items.

90. Investigate Mutual Ministry Review and other national church leadership resources to support clergy and lay staff in their work, such as those listed below:

<http://www.episcopalchurch.org/leadership/>

<http://cwc.diocal.org/mutualministryreview.html>

http://www.episcopalchurch.org/1521_9434_ENG_HTM.htm?menupage=31606

(Action Groups: Vestry, Clergy, Staff, Parish Life, NEW, HR Committee, New Nominating Committee)

VII Communications

Strategic Vision:

We know that communicating effectively is necessary for keeping parishioners informed about worship, education, volunteer ministries, and fellowship opportunities. Accessible communications also introduces new and potential parishioners to the wealth of opportunities for spiritual growth and service through the Redeemer.

Goal:

Utilize communications as a way to enable the ministries of the Redeemer to effectively meet their goals. The various ministry chairs will provide feedback on the ease and accessibility of various communications.

Strategy VII A:

Build greater awareness of, and enthusiasm for, the opportunities available through the Redeemer by making our electronic communications more readily accessible.

91. Further develop our website so that it is easier to maneuver and easier to update
92. Evaluate the use of email versus US mail with parishioners.
93. Create databases that allow groups within Redeemer to target email/mailings to their constituents
94. Develop an ongoing communications committee with representation from Vestry, Staff, Clergy & lay volunteers.

(Action Groups: NEW Committee, Director of Communications, new Communications Committee, Ministry Chairs, Clergy and Vestry representative)

Strategy VII B:

Support a proactive policy of communications about all Redeemer outreach efforts to the larger community.

95. Publicize speakers/concerts/outreach/services that exist at the Church of the Redeemer

(Action Groups: NEW Committee, Director of Communications, new Communications Committee, Ministry Chairs, Outreach, Clergy, Vestry representative)

OUR MISSION BEYOND OUR CAMPUS

VIII Outreach:

Strategic Vision:

We want to support our Christian values of service to those in need by providing hands-on outreach opportunities on a regular basis for families, youth, children and adults, and by strengthening and expanding our source of funds for outreach.

Goals:

- Support our Christian values to service those in need by providing hands-on outreach opportunities on a regular basis for families, youth, children, and adults so that 70% of our parishioners participate each year.
- Increase our total outreach budget to 23% of our total annual operating budget.

Strategy VIII A:

Expand our outreach efforts by offering a variety of hands-on outreach opportunities that meet the needs of our parishioners and the neighboring communities.

96. Solicit potential hands-on outreach opportunities from our parishioners.
97. Establish a “Hands-On” Outreach subcommittee to establish criteria, assess opportunities as they are presented and decide on offerings.
98. Create “Done in a Day” offerings.
99. Schedule hands-on opportunities throughout the year that fit the church’s calendar.
100. Communicate opportunities through multiple mechanisms (flyers, bulletin, voice, posters, phone calls, emails, and word of mouth).
101. Create an assessment tool to track individuals’ past, present, and future outreach efforts affiliated with the Redeemer (see also Engagement/Volunteerism).
102. Contact individuals with appropriately matched opportunities.

Strategy VIII B:

Explore and expand our existing relationship with recipients of Redeemer outreach dollar gifts to include hands-on opportunities for our parishioners where feasible.

103. Call our outreach recipients and ask about hands-on opportunities for various ages
104. Consider adding to our outreach gifting criteria the possibility of hands-on opportunities.

Strategy VIII C:

Increase our operating outreach budget on an annual basis until we reach the 23% of total budget goal.

105. Establish regular quarterly meetings between outreach and finance to review past and projected outreach budgets.
106. Revisit how the outreach budget is defined (what it does and does not include).

Strategy VIII D:

Strengthen and expand sources of outreach funds including our operating outreach budget to raise our overall level of giving over the next five years.

107. Re-examine existing sources of income (e.g., Church Bazaar, Thrift Shop).

108. Generate more and new sources of income for outreach.

(Action Groups: Outreach Committee, Communications Committee, newly proposed Volunteer Leadership Coordinator, Clergy, Vestry representative)

OUR FINANCIAL SUSTAINABILITY

IX Facilities:

Strategic Vision:

We will responsibly manage the beautiful facilities passed onto us from previous generations and make whatever improvements are deemed necessary to support the programs and ministries that enhance the experiences of parishioners.

Goals:

- Revitalize the facilities of the Redeemer through careful planning, maintenance and investment.
- Balance the needs of current programs based on the strategic plan and the campus master plan with the financial resources and goals of the Redeemer while maintaining the current facilities.

Strategy IX A:

Take the results of the strategic plan, the budget, and the capital campaign feasibility study and develop a Campus Master Plan for facilities improvement based upon current and future church needs especially to enhance and expand physical facilities for children and youth, and to promote welcoming, adult education, fellowship activities and parish meetings, both large and small.

109. Communicate space needs identified in the Strategic Plan to relevant committees and consultants, specifically the Buildings and Ground Committee, the Capital Campaign Committee and the Vestry.
110. Review the campus master plan and timelines to consider what deferred maintenance issues will be addressed by pending changes and continue to focus on what issues will remain ongoing problems.
111. Monitor current use of the campus and suggest resolutions to conflicting demands for space. In most cases conflicting demands will be resolved with the parish's strategic goals in mind.

(Action Groups: Buildings & Grounds Committee, Facilities Consultant, Campus Master Planning Task Force, the Vestry and the Capital Campaign Committee.)

Strategy IX B:

Continue to strive for worship that is beautiful, fresh, engaging and empowered by developing our resources in architecture.

112. Build on the work of the Liturgical Space Committee by integrating their recommendations in the campus master plan.

(Action Groups: Campus Master Planning Task Force, Liturgical Space Committee the Vestry and the Capital Campaign Committee.)

Strategy IX C:

Increase awareness and understanding within the congregation of the church's financial situation through targeted communications and educational offerings.

113. Publish and present a "user friendly" assessment of the current deferred maintenance situation and the possible negative impact - perhaps including a "spending per family" analysis that can be used by members when considering their pledging.

X Finance & Stewardship

Strategic Vision:

We will continue to develop our financial strength enabling us to maintain existing activities and develop new ministries that support the vision, mission and objectives of the congregation and the Episcopal Church USA. We will continue to manage the church assets in a manner that sustains its long-term financial health.

Goals:

Inspire the congregation of the Church of the Redeemer to financially support the ministries and mission of the church, providing the overall financial support which meets the needs of the congregation on an on-going basis.

Manage our finances in a manner which is in-line with our values as Christians and supportive of the objectives of the National Episcopal Church.

Balance the budget of the Church of the Redeemer each year and responsibly manage our endowment to provide both growth and income.

Strategy X A:

Increase awareness and understanding within the congregation of the church's financial situation through targeted communications and educational offerings.

114. Provide semi annual communication on financial situation to congregation
115. Provide regular financial updates to the congregation from the Accounting Warden during time carved out of Adult Education.
116. Allocate costs for various activities to show true cost.
117. Provide reports which shows spending at a detailed level to the parish.
118. Provide perspective from the pulpit and at Adult Education on how parishioners' financial commitments to the Church compare to their financial spending in their daily lives.

(Action Groups: Accounting Warden, Director Communications & Stewardship, Parish Administrator and the Vestry)

Strategy X B:

Consider moving "off income statement" entities into the church's annual budget (ACM, Music Guild, Thrift Shop, etc.).

119. Work with these groups to understand the impact.
120. Establish policies and procedures to manage and report "off income statement entities" appropriately.

(Action Groups: Accounting Warden, Parish Administrator, Finance Committee, Chairpersons for ACM, Outreach and Music Guild)

Strategy X C:

Align the budget with the strategic plan and the priorities of the parish community.

121. Increase allocation of financial resources devoted to Christian Formation.
122. Increase allocation of financial resources devoted to Outreach.
123. Control administrative / communications expenditures.
124. Build an operating budget that meets the deferred and annual maintenance needs.

(Action Groups: Accounting Warden, Parish Administrator, Finance Committee and the Vestry)

Strategy X D:

Seek to direct the investments of the endowment fund to operations that are consistent with the mission of the Church of the Redeemer.

125. Review current investments and reallocate portfolio.
126. Re-allocate investments as appropriate.

(Action Groups: Accounting Warden, Parish Administrator, Investment Committee and the Vestry)

Strategy X E:

Establish a separate endowment for maintenance of our facilities.

127. Include, as part of the capital campaign, a fund specifically targeting the maintenance of the parish's buildings.
128. Remove facility maintenance from the annual operating budget once an appropriate endowment fund is established for building maintenance.

(Action Groups: Accounting Warden, Parish Administrator, Investment Committee, Finance Committee, Campaign Steering Committee, Vestry, Staff)

Strategy X F:

Increase the total pledge dollar contributions to reflect rising costs and a growing membership.

129. Educate congregation about income and expenses.
130. Present a financial strategy to the parish which shows the long term financial plan.
131. Establish targets for the Stewardship Committee according to the strategy.

(Action Groups: Accounting Warden, Finance Committee, Stewardship Committee, Director Communications and Stewardship)

Strategy X G

Develop a program of raising funds to achieve the capital improvements to our buildings and grounds recommended in this plan.

(Action Groups: Finance Committee, Campaign Steering Committee, Stewardship Committee, Director Communications and Stewardship, Vestry)