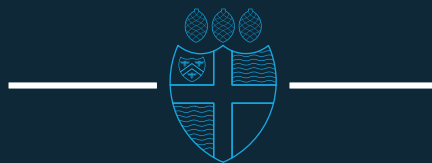


CHRIST CHURCH



CRANBROOK

CONNECTING OUR
FOUNDING
TO OUR
FUTURE



STRATEGIC PLAN



2017-2020



SP: 2017 - 20

Approved by the Vestry: 06.19.17

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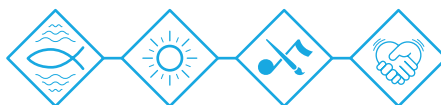
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CHRIST CHURCH CRANBROOK STRATEGIC PLAN

2017-2020



1. INTRODUCTION

1.1: Historical Context

Christ Church Cranbrook (CCC) has long occupied a unique position in the greater Detroit area. Founded in 1928 as the spiritual center for the Cranbrook Educational Community – an institution comprised of different schools and museums dedicated to art, science and education – the church bears witness to our reconciliation with God and each other through Jesus Christ and the Holy Spirit. As we approach the 90th anniversary of our founding, it is clear that God has blessed the vision of our founders, George and Ellen Booth.

We are a large, dynamic, thriving, and welcoming parish in the Episcopal Diocese of Michigan. We have a deep and abiding commitment to sharing the Gospel and to promoting positive social change through many ministries and partnerships in Detroit and Pontiac. We are experiencing significant growth and transformation in both our membership and mission. We are known for providing transformational opportunities for worship, offering powerful programs in Christian education and spiritual formation,



and participating in catalytic practices of social justice.

The title for this Strategic Plan, *Connecting our Founding to our Future*, summarizes the way that the parish leadership has developed a plan that resonates with the love, generosity and hope expressed at our church's founding. Like them, we are stepping forward in faith, relying on God's grace to lead us.

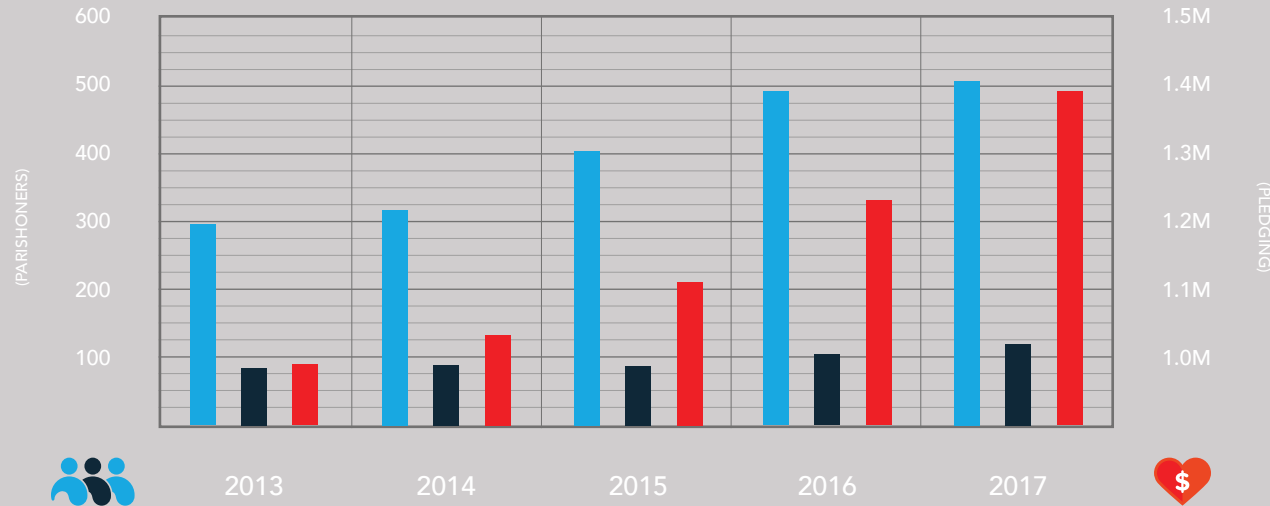
1.2: Overview of the Strategic Planning Process

The 2017 strategic planning process has been a positive and enriching experience for Christ Church Cranbrook. Clergy, vestry, staff, and lay leadership came together to devote time and attention to this process, to chart a course for the future, and to establish a set of strategic priorities.

ENGAGEMENT: CHRIST CHURCH CRANBROOK

GRAPH KEY

- Average Sunday Attendance
- New Parishioners
- Pledging



Our Strategic Planning process was comprised of three components:

- Two intensive planning retreats (February 10-11 and March 18, 2017) attended by the clergy, the staff, the vestry, standing committees and ministries chairs, and other parish leaders;
- Task groups that drafted goals and tactics as potential components in the 2017 Strategic Plan;
- Regular consultation between the Rector and our Planning Consultant, Mary Heidkamp, President of Dynamic Insights Consulting and final approval by the Vestry.

The planning retreats were an opportunity for brainstorming and input from key stakeholders. Prior to these retreats, participants reviewed a previous Strategic Plan completed in 2004 as well as a 2016 Vestry planning exercise, which outlined current strengths, weaknesses, opportunities and threats – an exercise known as a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.

This prior work painted the backdrop for the 2017 strategic planning retreats. Many areas of concern identified in 2004 and 2016 – attendance, engagement, and supporting the church financially – have now shifted

from threats and weaknesses to bright opportunities.

Over the past three years, attendance has increased from an average of 323 congregants on a Sunday to nearly 500 in 2016. Our pledging has also increased from just under \$1 million in 2013 to close to \$1.4 million in 2017. Most importantly, we have averaged nearly 100 new members each year, which has helped us grow at a time when membership at many congregations is declining.

1.3: Acting on our Blessings

Christ Church Cranbrook was built to be a beacon in the Greater Detroit area. Since its founding, the congregation has weathered incredible cultural, social, and economic changes in its wider social context. Nonetheless, through all of these challenges, it has endured as a loving, wonderful, welcoming parish.

The new life and energy God is breathing into our congregation through the Holy Spirit has brought us to a tipping point. We who are blessed need to be a blessing to others.

It would be unfaithful and ungrateful for us to act otherwise. We need to recognize, understand and accept that God expects us to dream and act beyond our imagining, for only then are we depending on grace to

accomplish God's mission to heal a broken world.

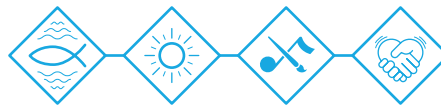
"God is able to provide you with every blessing in abundance, so that by always having enough of everything, you may share abundantly in every good work." (2 Corinthians 9.8)

1.4: Summary Challenges

The different challenges and opportunities at Christ Church Cranbrook can be summarized the in the following way. We need to:

- Manage CCC's rapid growth and create a welcoming environment that maximizes the opportunity for newcomers to become committed and engaged members;
- Become known as an inclusive place marked by deep spiritual authenticity so that all that we do – in worship, in study, in service, and as a community – is welcoming, joyful, Christ-centered, and life-giving;
- Create more opportunities for service and mutual transformation within the congregation and in the surrounding community;
- Develop multiple forms of communication and networking to meet the diverse and growing needs of existing and new members;
- Build on our successful children, youth and family programs;

- Enhance the work of pastoral care by our clergy and lay leaders;
- Plan and successfully complete a capital campaign that provides us with the resources and facilities to achieve all aspects of the strategic plan.
- Continually assess and evaluate current factors and new opportunities necessary to maintain sustained success. 🐝



2. STRATEGIC PRIORITIES

To meet these challenges and opportunities, we organized task groups to investigate and draft a strategic plan organized around the following priorities:

- 2.1 Mission, Vision, Values
- 2.2 Engagement
- 2.3 Communication
- 2.4 Development
- 2.5 Sustainability

CCC has been blessed with recent growth and increasing vitality. To maintain our momentum

we need to emphasize mutuality, inclusion, and engagement as we seek to embody our mission, vision, and values. Therefore, an investment in these strategic areas is essential for moving CCC forward in a collaborative and coherent manner.

As CCC focuses on the strategic priorities identified, CCC will face the future through innovative and forward thinking, which will result in greater impact. Above all, CCC will remain true to its core mission, vision and values with all vestry, staff and lay leaders driven to support and develop outcomes that bring all aspects of our mission and vision to life.

2.1: Mission, Vision And Values

The first strategic priority is our mission statement. During the retreats, many participants stated that our current mission statement was too long and reflected more upon “what we do” rather than “who we are.”

Further, many noted that there were no accompanying statements of vision and values to help us put flesh and bones on our mission. Lacking these, our current mission statement did not provide us with any particular guidance regarding a desired future or how to fulfill our mission.

The difference between the terms – mission, vision, and values – can be explained in this way:

- Mission statements answer the question, “*Why do we exist?*”
- Vision statements answer the question, “*What will we achieve?*”
- Values answer the question, “*What do we stand for?*”

The task group assigned to this project developed the following statements of mission, vision, and values presented here:

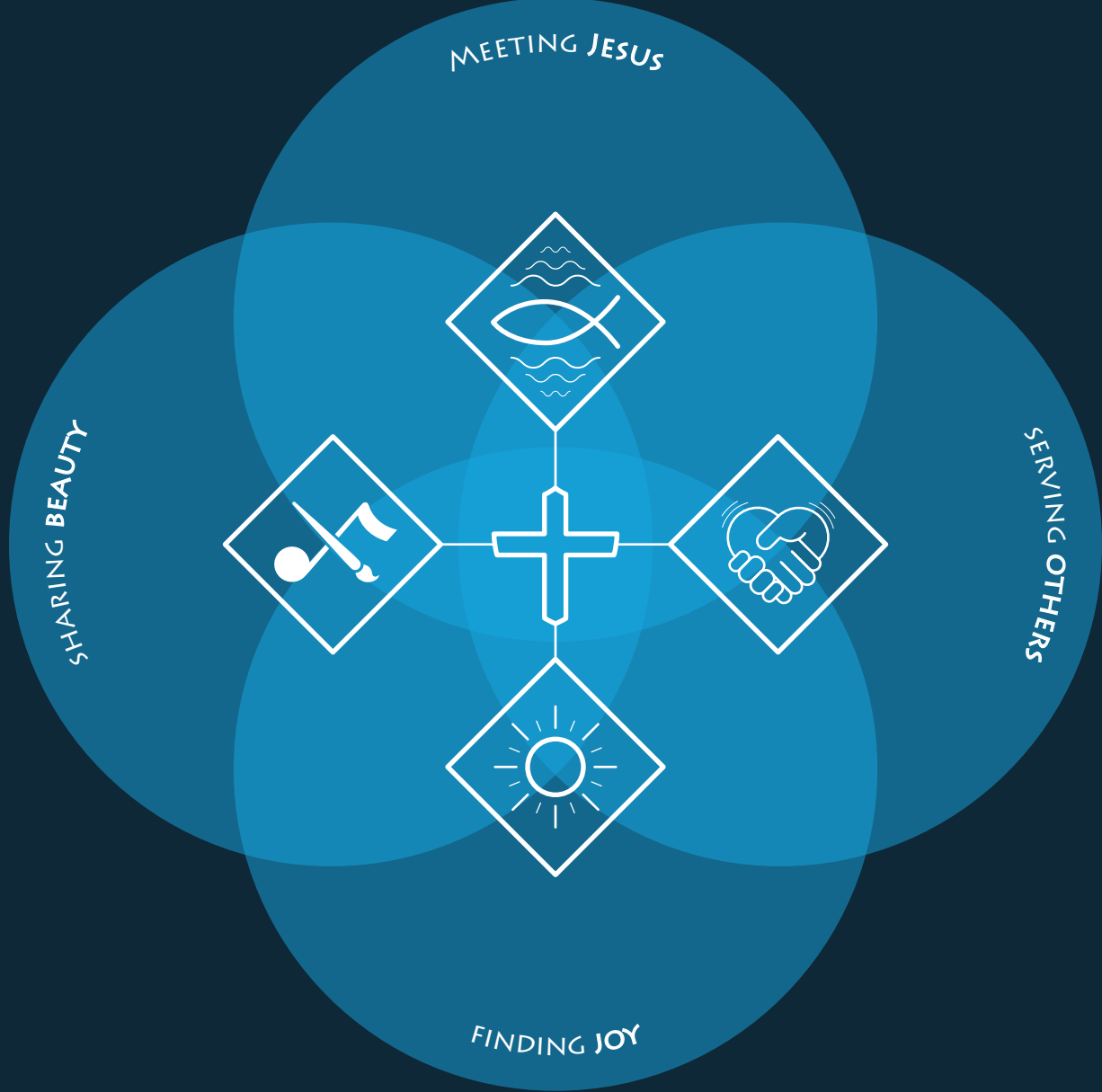


OUR MISSION

AS GOD’S BELOVED,
WE: **LEARN** THE FAITH,
LIVE THE FAITH, **LOVE**
ALL PEOPLE, AND
SPREAD THE GOSPEL OF
JESUS CHRIST.

CCC

OUR FOURFOLD VISION



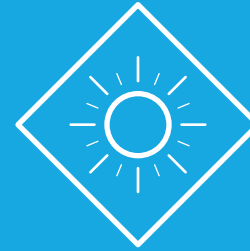
1



MEETING JESUS

*BY SPREADING THE GOSPEL OF
JESUS CHRIST.*

2



FINDING JOY

*BY CELEBRATING CHRIST'S
PRESENCE AND GIVING OF
OURSELVES.*

3



SHARING BEAUTY

*THROUGH CREATIVE AND
TRANSFORMATIONAL WORSHIP
AND ACTION.*

4



SERVING OTHERS

*BY LIVING FAITHFULLY AND
CELEBRATING THE DIVERSITY
OF ALL GOD'S CREATIONS.*

OUR TEN CORE VALUES

1

JOYFUL

*CELEBRATE IN OUR
VIBRANT FELLOWSHIP IN
THE LIFE WE SHARE.*

2

ROOTED

*ENCOURAGE A SPIRITUAL
LIFE THAT MAKES TIME FOR
PRAYER AND WORSHIP.*



3

FAITHFUL

*OFFER OPPORTUNITIES
FOR EDUCATION,
TRANSFORMATION, AND
MINISTRY TO ALL AGE
GROUPS.*



4

LOVING

*ENGAGE IN ABUNDANT
AND MEANINGFUL
MISSION AND OUTREACH.*

5

COLLABORATIVE

*WORK TOGETHER AND
INCLUDE OTHERS.*

6

RECONCILING

*WORK FOR JUSTICE AND
PEACE AMONG ALL
PEOPLE.*

A photograph of two men smiling. The man on the left is wearing a suit and glasses, and the man on the right is wearing a dark sweater over a white collared shirt. The man on the left is holding a framed certificate with a large white bow tied around it. The certificate has the word 'CRAN' visible at the top. The entire image is overlaid with a semi-transparent blue filter.

7

TRANSPARENT

*BE OPEN ABOUT WHAT WE
ARE DOING, AND WHAT IS
HAPPENING.*

A photograph of a priest in white vestments with a gold stole, talking to a woman. The priest is on the left, and the woman is on the right, wearing a patterned top and a bag. They are standing in front of a large, ornate wooden door. The entire image is overlaid with a semi-transparent blue filter.

8

WELCOMING

*PROVIDE INCLUSIVE
HOSPITALITY AND LOVING
PASTORAL CARE.*

9

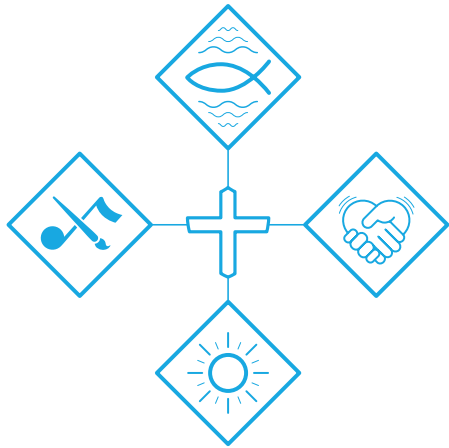
EMPOWERING

*LIFT UP DIVERSE
MINISTRIES AND
COURAGEOUS CHRISTIAN
LEADERSHIP.*

10

GENEROUS

*ADVANCE OUR MISSION
BY PRACTICING CHRIST-
CENTERED STEWARDSHIP
AND GIVING.*



2.2: Meeting Jesus, Finding Joy, Sharing Beauty, Serving Others

Each of our revised mission, vision, and values statements identifies key aspects of our Strategic Plan. However, time and again in our conversations and committee work, the vision statement tied together our answers to the questions, “why do we exist?” and “what do we stand for?”

The activities that comprise our vision statement do not represent discrete, stand-alone activities. We do not have a moment in ministry when we “share beauty” alone. Rather, each of these activities is properly involved with others. What makes the Christian life we lead at Christ Church Cranbrook so fulfilling is that all of these activities are integrated.

Singing in the parish choir, for example, is clearly an act of “sharing beauty.” However, it

is also an act of “finding joy,” “serving others,” and “meeting Jesus.” Singing in a choir should be an activity that is not only beautiful but joyful, a service given to God and others that brings us – through worship – face to face with Jesus.

Similarly, participating in mission and outreach, or attending Bible study, are clearly moments where we serve others and meet Jesus, respectively. However, these activities are also moments in which we “find joy,” and “share beauty” just as intensely. We share beauty and find joy in the faces of those we meet through our service and in the way that the teacher brings the pages of the Gospel to life.

This fourfold vision is a call to spiritual holism and integration as individual persons and as a community. On the personal level, the interrelation between these four activities describe what it means to be a fully mature Christian and engaged parishioner at Christ Church Cranbrook. Here, each activity is a test of where we are individually. Each ministry and responsibility we participate in is an opportunity for each of us to ask if we have shared beauty, found joy, served others, and met Jesus.

At the same time, on the communal level, these four activities describe what it means for a wider ministry, and the parish as a whole, to be fully alive in our faith. Here, the activities bring us face to face with what it means to participate collectively in a way that is powerful and life-changing.

As we articulate and implement this strategic plan, we will therefore continually ask the question, “How does this strategy, goal, or tactic help us better meet Jesus, find joy, share beauty and serve others?”



2.3: Engagement: Invite, Welcome, Connect

One key strategic priority that has emerged is to increase engagement at Christ Church Cranbrook. This concern was mentioned in previous strategic plans and at both retreats as being our highest priority.

“Engagement” is a powerful and popular word many use to describe our highest aspirations for the communities and organizations that we hold dear. However, what does it mean to be more engaged? Over the course of the strategic planning process, participants identified one or more of the following factors: 1) increased attendance at our services; 2) more pledging – either in terms of the funds we raise or the number of people contributing; 3) deeper and wider involvement in activities and events; and 4) the shared and growing – if undefinable – sense that the love, joy, faith, and life we experience in the congregation is growing.

Our fourfold vision, however, helps us see that engagement truly happens when as many people as possible – clergy, staff, parishioners, newcomers, seekers, visitors, friends – meet Jesus, find joy, share beauty, and serve others as much as possible. To do this requires that we strengthen our efforts to be a Jesus-centered, outward-looking, open-minded, open-armed, vibrant, welcoming, and courageous congregation.

Over the course of the past year, concurrent with our Strategic Planning process, we have created a “Shepherding Committee” that we tasked with emphasizing engagement. The committee has reviewed and improved the ways that we have reached out to newcomers, and it has helped us dedicate staff time and talent to create new ways to invite, welcome, and connect with new members. *These three tasks – inviting, welcoming, connecting – identify the three key parts of the strategy we will employ through the following goals and tactics:*

Goals

1. Develop initiatives that increase membership and grow possibilities for spiritually-enriching engagement that emphasize our life together and our relationship with the greater community.
2. Map clear and transparent processes that maximize collaboration, inclusion, mutuality and meaningful interaction for all people, from newcomers to long-term members.
3. Focus on expanding the capacities and impact of technology and communication systems in order to deepen engagement for everyone.
4. Continue to develop a culture in which all members welcome peoples of diverse backgrounds.

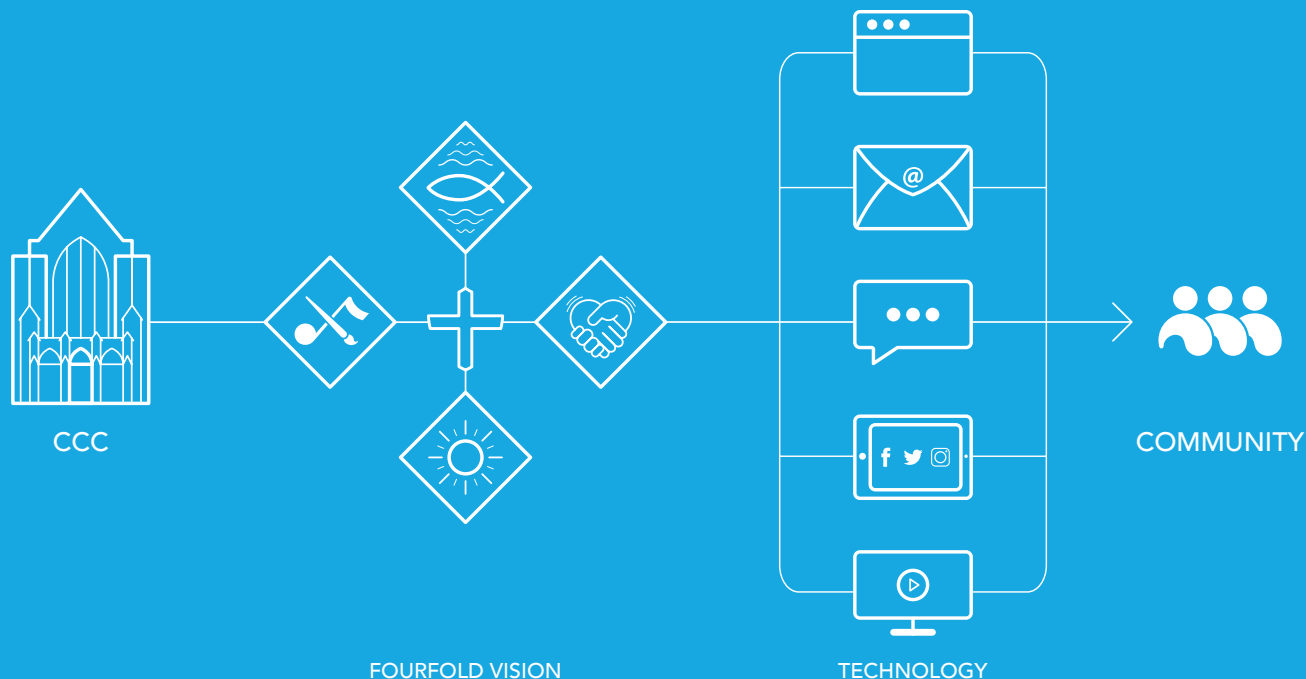
Tactics

- Develop campaigns, events, courses, small groups and trainings that enable opportunities for spiritual growth,

membership connection, growth in diversity and participation across all kinds of communities and cultures.

- **Optimize how we preserve and mark milestones** in a member’s spiritual journey through rituals, communication protocols, and standardized forms.
- **Expand efficiencies and capacities by improving website and application capabilities** to build and retain data collections systems for all of our goals as well as to encourage opportunities for engagement in person or digitally. (Note: this would apply to members as well as others outside of the church)
- **Create integrated timelines for perspective/new members and for existing members** in order to further engagement. Annually augment and analyze the pathways to membership taken each year in order to address gaps and create new avenues for engagement.

Empower the work of membership engagement by prioritizing the importance of hospitality throughout the mission of the church. This may require a reworking of existing leadership structures and could include making the new Shepherding Committee a Standing Committee.



2.4: Communications: Share our Vision, Tell Our Story, Make Connections

Another key priority that emerged from the strategic planning process involved communications. This priority is closely linked with engagement: in order for people to become more engaged, they need to have fresh and timely information shared through the mode of communication they prefer – whether by text, email, website, bulletin, letter, newsletter, webpage, video, or targeted e-invites.

Because of its strategic importance, it is imperative for us to adapt to new modes of communication that have emerged – transitions that we have, in retrospect, handled remarkably well over the past decade. To give a brief review: Initially, the church moved from communicating solely via letters, newsletters, and bulletin inserts to emails and the church website. More recently, we added both an electronic and paper-based version of our weekly newsletter as well as an annual program booklet. Even more recently, we ventured into social media, and there are many pages on Facebook and blogs that are connected to different ministries at Christ Church Cranbrook. Finally, we are exploring

using embedded video in targeted emails.

We have benefitted from these changes. More people are being reached, and the church's profile is rising. However, we are also facing a major challenge – each of these different modes of communication has attracted its own dedicated audience that prefers one mode almost to the exclusion of others.

Another challenge between the information we share and the mode of communication we use. It is not enough to restate in an email what was communicated by letter, because people rarely finish reading the emails they open. Conversely, communication through social media needs to be shorter, and the message more dynamic, than what we send by email. Finally, the message we send via mass emails – a method known as “spray and pray” – needs to be shorter and personalized when it is sent by e-invite or to a targeted email list.

A third challenge concerns an area largely overlooked: Most of our focus over the past decade has been on what might be called “external” communications – communication between the leadership of the church with a wider pool of parishioners and public. However, we have done very little to develop our “internal” communications, which have been relying on an underutilized parishioner database (ACS) and antiquated paper-based systems. As a result, we need to develop better ways to provide more personalized and targeted communications.

Finally, there is a larger concern for content. Every act of communication is more than the transfer of data – it is an opportunity to share our vision, tell our story, and make connections. To do this, we need to develop an integrated communications plan that not only defines ways to optimize our internal and external communication methods, but also embodies and lifts up our fourfold vision wherever it appears. We need to improve and create more user-friendly, accessible ways for our members to get in touch and stay connected. We need to develop ways of communication that go beyond the “spray and pray” so that our communication technologies create and build community. *The following goals and tactics articulate this strategy:*

Goals

1. **Develop a comprehensive communications plan that embodies our fourfold vision and sees every communication as an opportunity to share our vision, tell our story, and to make connections across all events, programs, committees, ministries, and membership.**
2. **Create and refine communication channels to make it easier for members to join and develop networks through their preferred modes of communication (web, email, text, messaging, social media, video).**
3. **Optimize ways to gain and share information regarding every aspect of our life together, from supporting the church financially through pledging to**

participating in ministries and attending events and worship.

Tactics

- **Create new lines of responsibility, job descriptions, and organizational charts** that reflect our larger communications strategy to ensure improved external and better integrated internal communications.
- **Create a core message and develop stories through multiple media** (print, web, email, video) that highlight our four-fold vision.
- **Redesign our current modes of communication** in ways that emphasize connectivity and ease of use – paying special attention to developing a more accessible and user-friendly parishioner databases and calendars.
- **Develop an annual communication plan for the calendar year** starting with church events (e.g. Homecoming Sunday) and adding in committee and ministry events (e.g. Evening for Outreach; Pentecost; Kirkin' o' the Tartans).
- **Build IT infrastructures to empower** clergy, staff and lay leadership to share knowledge and help newcomers and members to engage easily and quickly.



2.5: Development: Strengthen our Mission, Further our Work, Ensure Longevity

At both planning retreats, we identified several emerging needs regarding our physical space and resources. At the forefront of these are enhancements to our program building, which is largely unchanged since its construction in 1938. *After conducting a space study in September 2016, it became clear that we needed to address already-existing issues:*

- To **build community and encourage engagement**, we need to increase the multipurpose space available so that we can accommodate the growing and diverse number of events held at the church;
- To **increase security**, we need to create dedicated entrances to the church offices and to Little Lambs that are easily monitored and managed;
- To **ensure safety**, we need to move the Little Lambs playground from its current placement next to a busy parking lot to a site that is easily observable and safe;
- To make the choir room, hospitality center, and St. Dunstan's chapel **more accessible**, we need to install an elevator between these floors;
- To make our Sunday School **more nurturing**, we need to create flexible spaces for education that are easily accessible from the Sanctuary;

- To make our ministry to youth **more effective and supportive**, we need dedicated space for our youth that is attractive and inviting;
- To enable our clergy and staff to work **more productively**, we need new offices that are welcoming and that create the right balance between privacy and interaction;
- To be **more welcoming**, we need to create a dedicated entrance to the church offices as well as a dedicated reception area.

We also identified three additional projects that are integral to our worship and witness:

- To **enhance the music** in St. Dunstan's, we need to replace the original organ with a new instrument that preserves the beauty of the historic console;
- To ensure that our choir continues to **provide transformative worship**, we need to develop an endowment to offset the annual cost of hiring staff singers;
- To **further our mission and outreach**, we need to build an endowment that will augment our annual mission and outreach efforts;
- To ensure that our columbarium continues to meet the needs of our parishioners **to remember and give thanks for their departed loved ones**, we need to embark upon an enhancement and expansion of our current columbarium, which is running out of space.

Although these capital projects are clearly necessary, we have not had a successful extended capital campaign in recent history. The last parish-wide capital campaign, completed in 1992, ended shy of its goal, and, as a result, necessary improvements to the windows in the church offices did not happen. The current windows, put in place sometime in the 1960's or 1970's, are inefficient and costly – particularly when compared to potential savings from more energy-efficient replacements that should have been put in place years ago.

However, we have had successful focused campaigns to restore the West Window (2005) and to install Air-Tempering (2016) in the Sanctuary. For both, the immediate need for repair and redress made it clear that the status quo was unacceptable.

What distinguishes successful from unsuccessful campaigns is a **shared sense of urgency and mission**. These two ingredients need to play a central part in our forthcoming campaign.

Development projects further our mission by ensuring that our work has sustainability. By mission, we not only mean our specific answer to the question, “Why do we exist?”, but also our fourfold vision (What will we achieve?) and our ten guiding values (What do we stand for?). Here again, our vision of being a place where we meet Jesus, find joy, share beauty, and serve others is key, as this fourfold

vision needs to inform all our plans for the immediate future.

Many of the needs we have identified are immediate, particularly the planned modifications of our program center and columbarium. However, development projects also play a key role in cultivating a faithful, forward-looking and confident culture of Christian generosity and stewardship. *The following goals and tactics chart a way forward for addressing our current needs and realizing our vision:*

Goals

1. **Develop a campus plan that will reflect our current space-utilization and constraints, address longstanding concerns for accessibility and safety, and meet emerging needs for increased engagement and interaction.**
2. **Create a set of priorities for a forthcoming capital campaign that will address emerging mission needs and long-term sustainability so that our core mission and ministries endure.**
3. **Cultivate and enlarge the culture of Christian generosity and stewardship that is grounded in our legacy and spiritual integrity.**

Tactics

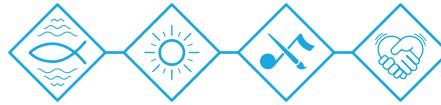
- **Develop a campus plan that brings together current design discussions regarding the columbarium and program**

building, with a clear articulation of the justification behind the plan including overriding concerns for safety, accessibility, and engagement.

- **Develop a plan for a capital campaign**, including a survey-study of congregational leaders regarding feasibility and priorities.
- **Create a long-term strategy** for ongoing education in the spirituality of giving. 🕯️







3. BUILD MOMENTUM: FURTHER OUR MINISTRIES AND PROGRAMS

At our retreats, we identified three strategic priorities – engagement, communications, and development – to focus on over the next three years. Working with the leadership from each of the following ministries and programs, we also identified goals and tactics that we will pursue in other ministries and programs that will play a vital role in catalyzing our fourfold vision.

These goals and tactics emerged when we asked leaders in each ministry to consider our fourfold vision and to answer two “big picture” questions: Does the current ministry/program meet our current and growing needs? What needs to happen to address these needs that we are not already doing?

We organized these ministries into four categories:

- Worship and Community Life
- Mission and Outreach
- Christian Education
- Pastoral Care

Running through each are a few common themes that connect these specific goals and tactics to the priorities we developed. All agree that we need to:

- enhance communications between these ministries and our parishioners;
- remind members what we do in each ministry/program and how one can be engaged;

- continue to improve and grow our programs;
- discover and identify the needs in our congregation that are not being met and developing ways to meet them;
- find ways to celebrate and acknowledge these vitally important ministries.

3.1: Worship and Community Life

Goals

1. Continue to build inspirational, meaningful and powerful worship and liturgies that embrace diverse peoples and that celebrate our Episcopal life.
2. Focus on creating worship environments and a sense of community cohesiveness that is passionately welcoming and inclusive.
3. Foster a church “home” where love abounds, needs can be expressed and answered, and faith is strengthened.
4. Embrace ways to bring our brokenness into worship and into our common life together, to be vulnerable with each other, and to offer a safe space where all can tell their stories of where they have been and what God is doing in their lives.



Tactics

- Innovate the repertoire and components of liturgies and seek out diverse communities and occasions to engage in worship and fellowship across cultures and faiths.
- Explore the concept of making Sunday a focal day of our life together through programs, course offerings, meeting spaces and inventive, interpersonal engagement.
- Create intentional places, both physical and spiritual, for small groups to experience deep sharing, vulnerability, and transformation at all stages of life.
- Cultivate a growing awareness of lived hospitality, welcome, and inclusion within the liturgy and in our wider community life through teaching, community-wide discussions and by the example and direction of lay leaders and clergy.

3.2: Mission and Outreach

Goals

1. Achieve transformation among all of our membership by joining in with the mission of God to heal and repair a broken world through many and various hands-on opportunities.
2. Support the ministries of caring for our neighbors by participating in the work

of non-profit organizations who have become our Community Partners through the processes laid out in the Road Map adopted by the Mission and Outreach Standing Committee.

3. Continue to foster mutual relationships with our Episcopal, ecumenical and interfaith partners as a part of building the beloved community.

Tactics

- Create more opportunities for people to say “I’m in” which includes but is not limited to having an Outreach Sunday, highlighting the work of our Community Partners, creating ecumenical and interfaith opportunities and having more introductory-type projects including a local adult mission trip and events for families with children.
- Identify, train, support and help CCC Advocates whose responsibilities include getting at least ten people involved in the work of their Community Partner and facilitating opportunities for engagement with their Community Partner.
- Create an evaluation process to determine whether to continue a relationship with the current Community Partners or explore new relationships.
- Offer more opportunities for Christian formation and education to all members to inspire them to participate in God’s mission to care for the world.

3.3: Christian Education

Goals

1. **For children** – to bring awareness and action to these transitional years by celebrating milestones, maintaining stability in church programs while avoiding staleness, encouraging community among the children and inspiring their faithful curiosity.
2. **For youth** – to continue to strengthen the community of peers and provide programming that allows for achievement and growth.
3. **For adults** – to continue offering a range of opportunities for study and spiritual formation to adults at any stage in their life and faith journey.
4. **All generations:** to enhance the culture where education is respected and sought after by members, and to continue to offer family-centered events to build community.

Tactics

- **Create a dedicated youth space in the church** that can be a sacred space and refuge for young people, in which they are comfortable. This space becomes a busy, active room sought after by young people that allows for them to build relationships.
- **Create rites of passages and traditions** that increase the opportunities for marking moments that are significant in a child's/

youth's life, e.g. baptism, learning to read, moving from elementary to middle school, middle to high school, sixteen years old, and graduation. Use our programs to create traditions and experiences, including VBS, Choir Camp, Cedar Point, ski trip and mission trips/pilgrimages. Continue communication into college.

- **Provide programming to help families** become stronger because stronger families help create stronger faith communities. Opportunities can include marriage support, parenting groups and family gathering times.
- **Have children and youth involved in all the aspects of serving at worship**, from greeting, ushering and praying to incorporating them into the heart of the life of the church.

3.4: Pastoral Care

Goals

1. **Lay and Eucharistic Visitors** – Increase awareness of, and the number of, Lay and Eucharistic Visitors so that parishioners who are unable to come to church know that they are beloved members of our community and can participate in our sacramental life.

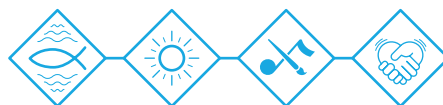
2. **Parish Health Ministry** – Build on the success of our newly reformed Parish Health Ministry Committee to create and provide opportunities for parish-wide education regarding health and wellness so that we care for our parishioners' bodies and souls.
3. **Healing Ministry** – Build on the recent affiliation with the Order of St. Luke so that the healing work of the Gospel continues to be lifted up and celebrated.
4. **Prayer Card/Prayer Shawl Ministries** – Lift up and build up these ministries of intercession and encourage parishioners to contact the church when they are ill or in need of prayer.
5. **Transportation Ministry** – Continue to increase this new ministry for parishioners who cannot drive to church.

Tactics

- **Work with the communications department** to develop an annual plan for regular communications regarding the availability and the purpose/role of all of our Pastoral Care ministries.
- **Remind parishioners and other ministry groups** to contact the church when they, or others they care for, are ill or unable to come to church.
- **Provide regular events and opportunities** for parishioners to **learn more about each of these ministries and to participate.**

- **Look for opportunities to reach beyond** the membership in each ministry to include others that would not normally participate. E.g., Explore knitting prayer shawls as a high school community service project. 🧶



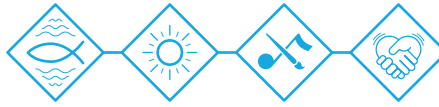


4. IMPLEMENTATION: MAKING OUR VISION A REALITY

Strategic Plans achieve nothing if they are not followed. This was borne out when we reviewed the previous planning exercises and noticed that many of the concerns raised more than a decade ago have yet to be addressed.

Therefore, it is imperative for us to offer an implementation plan, which the Vestry will monitor and guide. *The plan has three components:*

- **Annual Work Plans:** At the beginning of each program year, each ministry and committee addressed in this plan will submit to the vestry an annual work plan that will detail ways it seeks to implement the tactics and pursue the goals it has identified. The due date for these plans will be October 1.
- **Annual Evaluation of Progress:** At the end of each program year, each ministry and committee addressed in this plan will submit to the vestry an annual evaluation of their activities and progress on their goals and tactics. The due dates for these evaluations will be the end of June.
- **Regular Reports at each Vestry Meeting:** The Vestry will devote time each meeting to reviewing progress on the plan as well as education regarding various aspects of the Strategic Plan. 📣



5. PRAYERS

The following prayers are written specifically for the Strategic Plan, to be used by individuals and groups as they work to implement these priorities, goals and strategies:

For our Fourfold Vision:

God of abundance,
When we meet your Son, Jesus, we meet you and discover your infinite love.
As we bear joyful witness to your love in the beauty we share and the service we offer, fill our minds and hearts with your Spirit.
So that, by your grace, we may walk by faith into the future you have prepared for us. Amen.

For the planning process and implementation:

Loving and life-giving God,
We come together this day to ask you for your wisdom, courage, and strength.
We know that these good things do not begin in us, but in you.
Give us your wisdom so that we might know your truth.
Give us your courage so that we might be fearless when you call us to be faithful.
Give us your strength so that we can trust you in our weakness.
Bless our deliberations, so that we might faithfully work on behalf of your church.
Make us mindful of not only ourselves, but all those who are affected by the decisions we make.
Give us insight and peace of mind as we work on behalf of those we serve.
Finally, gracious God, grant us the humility to seek your will in all that we do or say.
All this we ask by your Spirit and through your Son, Amen.

A final, prayerful offering for humility and grace:

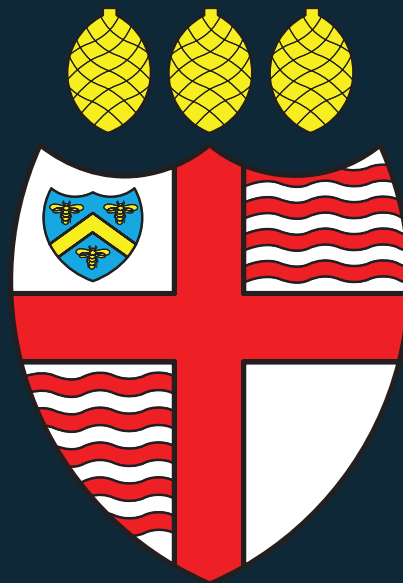
A Future Not Our Own

It helps now and then to step back and take a long view.
The Kingdom is not only beyond our efforts,
it is beyond our vision.
We accomplish in our lifetime only a fraction
of the magnificent enterprise that is God's work.
Nothing we do is complete, which is another way of
saying that the kingdom always lies beyond us.
No statement says all that could be said.
No prayer fully expresses our faith. No confession
brings perfection, no pastoral visit brings wholeness.
No program accomplishes the Church's mission.
No set of goals and objectives include everything.
This is what we are about. We plant the seeds that one
day will grow. We water the seeds already planted
knowing that they hold future promise.
We lay foundations that will need further development.
We provide yeast that produces effects
far beyond our capabilities.
We cannot do everything, and there is a sense of
liberation in realizing this.
This enables us to do something, and to do it very well.
It may be incomplete, but it is a beginning,
a step along the way, an opportunity for the Lord's
grace to enter and do the rest.
We may never see the end results, but that is the
difference between the master builder and the worker.
We are workers, not master builders, ministers, not
messiahs. We are prophets of a future not our own. 🕊

—Bishop Ken Untener, 1979

In memory of Oscar Romero (1917–1980)

—2017—



—2020—