

M *Saint* **Matthew's** Episcopal Church
Strategic Plan

Vision: To live life at it's fullest in Christ

I have come that they might have life, and have it to the full. John 10:10

Mission: To Know and Share God's Love

Through the following actions

- to do all in our power, *and then some*, to foster, nourish, and sustain authentic, living relationships with God in Christ
- to build a community devoted to becoming one human family in pursuit of God's dream for us
- to promote personal growth so that, with God's leading, help, and grace, we will more fully realize our God-given potential and purpose
- to embrace the highest standards, as individuals, families, and a church, of love, dedication, honesty, integrity, and service

Strategic Themes

- **Excellent Worship**
- **Exceptional youth programs**
- **Missional Outreach**

St. Matthews Core Values

The members of St. Matthew's follow God and embrace his Word as reflected in our Core Values which we communicate to one and all

We at St. Matthew's value

- **Enthusiasm** - to undertake God's work using our energies, innovations, laughter and adaptability in the use of our resources
- **Faithfulness** – to God's Word and all our relationships
- **God's Gifts to us** – our personal talents and skills, our families and our building and grounds which we use to celebrate the Lord and God's good earth that sustains us all
- **Humility** – and Grace in serving the Lord and his children
- **Integrity** – through truthfulness, sincerity and honesty in our thoughts, words and deeds.
- **Kindness** - to our families, friends, our community of St. Matthews and also every stranger
- **Love** – for God, our families, our community and the World
- **Praise** – through joyful song, spirited sermons and daily prayer
- **People** – whom we love, protect and lead to God through Christian teaching (especially our children)
- **Spiritual Growth** – for each member of St. Matthew's on their personal journey of faith

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Balanced Scorecard:

Our service objectives form the word C.R.O.S.S.

Community Reverence Outreach Spiritual Formation Stewardship

Objective 1: *Community.* Create a community in which people experience vital, life giving connections with God and one another.

For anyone who does not love his brother, whom he has seen, cannot love God, whom he has not seen
1 John 4:20

INITIATIVES	2004/5 Target	2005 Measures	2006 Target
Fellowship - Sunday morning fellowship - Social Activities: 1. Trips 2. Game Nights	Sunday and monthly activities in place by April 04 with at least 50% participation in at least one activity	Achieved. • Events – Pizza and game, theatre trip • At least 50% enjoy after service or other activity	<ul style="list-style-type: none"> • Establish monthly event • Ensure after morning service is catered and has sufficient volunteers
Celebrative Events	3 annual events commencing 2004	<ul style="list-style-type: none"> • 2 picnics/Easter and Christmas events 	add 1 additional event
Photo Directory	Completion of a photo directory by 2005	Achieved	
Focused small group, for example - Young adults - parents with under 5's, - parents with elementary-middle, - parents with teenagers - "empty nesters" - Seniors - Women/Men's groups	Creation of small groups o 1 in 2004 o 2 more 2005 o 3 more 2006	2005 goal achieved Survey completed • Book Club started • Craft group started	<ul style="list-style-type: none"> • Monthly group meetings Book/Craft/Women's • Seniors • Investigate a parenting group
Newcomers - Welcome dinner - Personal coordinator	Increase in number of newcomers that stay at St Matthews	<ul style="list-style-type: none"> • completed a revised Newcomers Welcome package • Held one Newcomers Welcome with low attendance. 	<ul style="list-style-type: none"> • Establish monthly Newcomer event • Create a Welcome area • Use Ushers/Greeters in welcome unit
Lend a hand program, serve those in need within the church community - Hot meals for those in need of such support/Get well cards and calls for those unwell/"How are you" small group support network	Creation of the "lend a hand program"	<ul style="list-style-type: none"> • Goal achieved – a Lend a Hand program was established and has helped 5 families/adults 	Grow the number of support tasks completed. Double the number of meals and support tasks in 2006
Internal Church Communication Via bulletin boards, email, weekly bulletin, service announcements	Weekly updated internal communication in place by 2004	No progress	Investigate flyers on "what's happening at St Matthew's"
External Church Communication Via Newsletter, Web Site	Monthly updated communication in place by 2004	Website reviewed and revised	<ul style="list-style-type: none"> • Investigate use of local media (papers) • Find a new Communications Coordinator.

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Objective 2: *Reverence* Craft services that honor God and powerfully bring people into His presence

Truly, truly, I say to you, he who hears My word, and believes Him who sent Me, has eternal life, and does not come into judgment, but has passed out of death into life.
John 5:24

INITIATIVES	2004/5 Target	Measures	2006 Target
Identify key components and ministries (for example, Ushers and Lay Eucharistic Ministers) Establish standards, policies and procedures Train accordingly to promote precision	Coordinator in place in 2004 and process created	<ul style="list-style-type: none"> • Purchased music to comply with copyright • Formalized training for Lay Ministers • Identified sound system manager 	<ul style="list-style-type: none"> • Develop policies and procedures, standards and “how-to” book for each ministry • Develop usher program focused on efficient use of space in the Sanctuary
Reflecting the wonderful creativity of God, nourish the Arts <ul style="list-style-type: none"> • Craft a music program of excellence and distinction • Drama, congregation activities, plays etc 	Improve the service thru music and arts in 2004	<ul style="list-style-type: none"> • Hired musicians • Increased number of volunteers and paid musicians for 9:15 service 	<ul style="list-style-type: none"> • Maintain number of paid musicians • Use special music at Easter and Christmas • Develop other forms of worship such as fine arts and drama
As a sacramental church, attend to beauty through <ul style="list-style-type: none"> • Flowers, • Banners, • Vestments and Hangings • Presentation and General Appearance, • Lighting • Audio visual and Technology 	Update the robes and altar dressings in 2004 . Altar Guild – complete inventory of sacramental vessels in 2004 2005 prepare repair schedule	<ul style="list-style-type: none"> • Purchased blue silks for altar area • Increased number of helpers with flower guild • Replaced hymnals and prayer books 	<ul style="list-style-type: none"> • Create pictorial inventory of all altar vessels and vestments • Replace and repair alter vessels and vestments based on above inventory needs • Expand banner ministry • Review audio visual and technology needs • Continue to recruit more volunteers in each ministry area
Improve focus of services and provide special services Review current schedule and address needs of congregation annually including offsite services such as Falcons Landing	Evaluate needs and support plan in 2004	<ul style="list-style-type: none"> • Started a nationally recognized (NPR) Pet Service 	<ul style="list-style-type: none"> • Review needs for new services and service times

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Objective 3: *Outreach.* Genuinely improve the quality of life for those less fortunate than ourselves in Sterling, the local community, and the world

Beloved, let us love one another, for love is from God; and every one who loves is born of God and knows God.

1 John 4:7

Go into all the world and teach the gospel to everyone.

Luke 16:15

Overall Target: percentage of \$s given away increased by 100%

INITIATIVES	2004/5 Target	Measures	2006 Target
Annual events Participation in community events e.g. Habitat for Humanity county programs or other organized church groups	Participate in at least 1 new program per year	<ul style="list-style-type: none"> • Youth Mission Trip • Adult Mission Trip • “Mission Possible” for younger youth • Prison Fellowship Ministries 	<ul style="list-style-type: none"> • Increase assistance to children of prisoners • Complete Youth Mission and Adult Mission trips • Provide aid to Katrina victims and our associated church in that region • Support “Mission Possible”
Community related projects for the Sterling area and St Matthews	Creation of 1 new project each year	<ul style="list-style-type: none"> • Collect and distributed 2000 Love boxes • Prepared 50 meals on Christmas Eve for families in need • Attend monthly LINK meetings provide support thru 5 volunteers 	<ul style="list-style-type: none"> • Increase number of volunteers • Increase role in LINK
Community Holiday Coalition e.g. Holiday Star Tree event, Thanksgiving food collection, used coats and Christmas decoration collection	Initiate adult participation in volunteer opportunities of the Holiday Coalition by Oct 04. 100% increase number of participants.	<ul style="list-style-type: none"> • Holiday coalition – collected food, coats, blankets and Christmas Dinners 	<ul style="list-style-type: none"> • Increase our goods and \$ donations • Increase number of volunteers
Establish a Financial Aid program	At least 2 annual programs. Percent of \$’s given increases by 20% in first year and 100% in 3 years	<ul style="list-style-type: none"> • Assisted MMS/CCF/Habitat for Humanity 	<ul style="list-style-type: none"> • Increase parishioners financial role • Support women and children in Sudan
ESL (English as a second language)	Program increases and number of graduates increase annually	<ul style="list-style-type: none"> • Increased number of adults and families attending 	<ul style="list-style-type: none"> • Increase ESL teachers and provide additional classes

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Objective 4: *Spiritual Formation.* To introduce and/or further the relationship individuals have with Jesus, as Lord and savior, by helping them grow in their faith, knowledge, worship, and services as His devoted followers.

Speaking the truth in love, we will in all things grow up into Him who is the head, that is, Christ. From Him the whole body, joined and held together by every supporting ligament, grows and builds itself up in love, as each part does its work.
Ephesians 4:15-16

INITIATIVES	2004/5 Target	Measures	2006 Target
Sunday School for elementary school and younger;	20% increase in number eligible children attend Sunday School/Youth regularly	<ul style="list-style-type: none"> Participation increased from 50 to 80 	<ul style="list-style-type: none">
Youth group for middle school and high school	Increase activities and participation	<ul style="list-style-type: none"> G3 participation between 30-60 Activities 30 hr famine, Wkly Bible studies, etc. 	<ul style="list-style-type: none"> Hire full time Youth Minister
Material for parishioners (e.g., Advent material)	Have available appropriate materials for give away on Mother's Day, Father's Day, and during Advent	<ul style="list-style-type: none"> Created daily devotionals Provide event materials 	<ul style="list-style-type: none"> Same target
Annual Bible event	Bible reading marathon	<ul style="list-style-type: none"> Bible Reading participation from 59-61 	<ul style="list-style-type: none"> Continue focus on the Bible
Lenten series	Conduct each year Attendance goal of 20% increase per year	<ul style="list-style-type: none"> Lenten Devotional Book created 	<ul style="list-style-type: none"> Same target
Retreat (parish)	Conduct one multiple day, off-site, retreat every year. Increase attendance by 10% each year	<ul style="list-style-type: none"> 40 participated down from 59 	<ul style="list-style-type: none"> Same target
Mission Trip (youth)	Conduct one each year	<ul style="list-style-type: none"> 21 Youths participated in trip to Montana 12 youths participated in Katrina trip 	<ul style="list-style-type: none"> High school mission trip to Toronto
VBS (Vacation Bible School)	Conduct each summer Attendance grows by 10% each year	<ul style="list-style-type: none"> 85 children participated 32 teens/40 adults 	<ul style="list-style-type: none"> Same target
Confirmation class	Conduct one course each year	<ul style="list-style-type: none"> 6 confirmed 	<ul style="list-style-type: none"> Same target
Topic Workshops	Conduct two each year	<ul style="list-style-type: none"> Seasonal discussions created 	
Bible studies for adults and high school	Conduct two courses each year - one in the winter/spring and one in the fall	<ul style="list-style-type: none"> Established WATCH (Wed at church) with 50 participants 	<ul style="list-style-type: none"> Same target

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Objective 5: *Stewardship* – Ensure St. Matthews has ample financial resources available to do the Lord’s work

*For not even when one has an abundance does his life consist of his possessions
Luke 12:15*

INITIATIVES	2004/5 Target	Measures	2006 Target
Creation of a “fund” initiative for church expansion	Funds are created to support the building program by 2006		Establishment of the fund
Create a more active Stewardship program by teaching freedom through living Biblical Principles	The financial condition of the church supports the initiatives contained within this document and is increased by 25% over 3 years. Growth of financials for Outreach is improved by 20% over 3 years.	2003-\$191,942 2005 - \$364,100 2003 – \$0 2005 - \$26, 050	<ul style="list-style-type: none"> • Increase of 15% percent for financial income \$417,900 • Increase of 15% for Outreach \$30,800
Create a communication plan for financial needs of the church, the purpose of pledging and the approach/options available and current status of the budget and plans.	Pledging is understood by the congregation and is increased by 25% annually thru 2006		<ul style="list-style-type: none"> • Better inform the congregation of their actual giving thru quarterly reports • Create individualized suggestions and plans for giving
Method for educating newcomers on pledging and financial giving	Plate contribution is increased by 20% over 3 years		<ul style="list-style-type: none"> • 8% increase • Better education congregation on spiritual and sacrificial giving
Share stories and testimony of God’s provision and the joy of generosity	Monthly testimonials in place by 2005		

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Stewardship – Ensure St. Matthews has ample human resources available to do the Lord’s work. Create an environment where we can match the skills of the members of St. Matthews to the needs of the church and community in service to God’s and his children

And since we have gifts that differ accordingly to the grace given to us, let each exercise them accordingly

Romans 12:6

INITIATIVES	2004/5 Target	Measures	2006 Target
Congregation is provided with a communication of events and human resource needs	Creation of teams and activities that allow the members of St. Matthews to be active participants in God’s work with at least 30% of the members in 2004 and 60% of the members in 2005 participating in at least one initiative. Successes are celebrated	25% families actively participate in committee work, serve on teams and other volunteer activities	<ul style="list-style-type: none"> • 50% family participation • Offering a Network Class to explore spiritual gifts • Interviews for those looking to find a connection • Recognition and Celebration of service
Training for activities is provided where appropriate		Workshop on volunteer management presented to vestry and committee chairs. Attendance at Equipping Church Summit in Colorado. Network class given 4 attended Multiply Your Ministry Seminar	Offer Networking class to determine spiritual gifts quarterly Present Volunteer Management workshop yearly.
Creation of a resource network	Creation of a volunteer program initiative in 2004 2005 – goal to align needs of ministries and provide appropriate resources/volunteers	Follow Up of Newcomers – Tracking System implemented	<ul style="list-style-type: none"> • Volunteer Booklet of Opportunities (Ministry Catalog) • Welcome Table/Process established

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Stewardship of Creation - Ensure that St. Matthew's protects the Earth God has given us, uses the resources of the Earth wisely and with reverence, and celebrates the beauty of His creation.

Psalm 24:1 "The Earth is the Lord's and the fullness thereof; the world and all that dwell therein."

Chaired by: Merry Breed

INTIATIVES	2004/5 Target	Measures	2006 Targets
Congregation is provided with information and makes choices to reduce waste and lessen our impact on the planet.	<ol style="list-style-type: none"> 1. More materials are recycled; office paper, cardboard, bottles, cans, leaves, yard waste. 2. Small notes on easy earth-saving activities included in each Newsletter. 3. Building additions and renovations use energy saving principles wherever possible. 	Collection plan is in place and parishioners are actively using (filling) the containers. Yard waste is recycled. Earth-saving activities in newsletter are being used by Sunday School, Youth Group and/or families.	
The connection between our Christian faith and caring for creation is reinforced.	<ol style="list-style-type: none"> 1. Fr. Rob continues to include examples of the connection in sermons, as appropriate. 2. References to the earth and creation in Prayers of the People, pgs. 329, 384, and Eucharistic Prayer C, pg. 370 are highlighted in a service. 3. Bulletins highlight seasonal connections. 		The next survey includes questions to assess awareness of caring for creation as a Christian responsibility and responses are positive.
The Sanctuary in the Woods and Reflection Trail are enhanced to provide opportunities for worship and deepening the spiritual connection.	<ol style="list-style-type: none"> 1. Environmentally sensitive clean-up of the woods complete. 2. Plan is developed for the Reflection Trail. 3. Invasive alien plant removal initiated. 4. Youth are involved in habitat awareness; 	Use of Sanctuary in the Woods increased. Number of garlic mustard plants in woods greatly reduced. Youth involvement in the project (new bluebird boxes built, bluebird boxes monitored, grounds registered as Backyard Habitat with NWF or VDGIF, benches built for Trail).	

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Stewardship of Creation

INITIATIVES	2004/5 Target	Measures	2006 Targets
Opportunities are provided to enjoy fellowship and worship in the beauty of God's creation.	<ol style="list-style-type: none"> 1. At least two fellowship opportunities occur each year; hikes, wildflower walks, picnics off site, etc. 2. Occasional special services are held in "The Woods". 3. Participation in a Shrine Mont weekend. <ol style="list-style-type: none"> 1. VBS, Youth Group and Sunday School use The Woods and Trail for worship and/or activities. 		Events and services are held.
Youth and adults participate in stewardship of creation outreach.	<ul style="list-style-type: none"> • Claude Moore Park Adopt-a-Trail four times per year. • Youth participate in Potomac River clean-up, Keep Loudoun Beautiful canoe or other clean-up, or similar projects. 		Four work-trips to Cedar Grove Trail completed. Youth participate in at least one community event each year.
God's creation is celebrated on Earth Day Sunday.	<ol style="list-style-type: none"> 1. Prayers in services highlight awareness of creation. 2. Earth Day insert in bulletin, from National Council of Churches 3. Plants are distributed to the congregation 4. A tree is planted in celebration. 		Earth Day festivities held April 23, 2006.

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In support of **CROSS** the two objectives below will provide for successful organized ministries

Objective 6: Building and Grounds. Ensure St. Matthews takes care of the resources to maintain a healthy church

Chaired by: Merry Breed – 2006 Jnr Warden

INITIATIVES	2006 Targets	Measures
Provide as much seating as possible for worshippers, in cooperation with the Reverence Committee, with prime attention given to the 10:30 service. This might include use of alternative space, such as a "Video Café".	All Service programs are supported adequately and seating is available for all. Temporary or interim solutions will need to be included while a long-range plan is developed.	Ushers are able to direct worshippers to appropriate seating. Worshippers make use of alternative worship space.
Long-range Planning: Finance and Building Committee will explore options and develop plans for a larger facility.	Committee regularly updates the vestry and the congregation as it moves through the evaluation process and develops a building plan.	Regular communication distributed. A plan to finance expansion is implemented. A building plan is developed.
Ongoing maintenance plan for the building is developed and documented.	Maintenance is conducted on a regular basis. Records of regular maintenance, service, contractors, suppliers, etc. are kept and available to future Jr. Wardens.	Reduction in the number of times emergency or ad-hoc improvements are required. Records are readily available when service calls are necessary.
Regular, seasonal workdays are promoted for building and grounds maintenance.	A minimum of four Parish Workdays are held, with advanced promotion in newsletters, bulletins, etc. An ongoing project list, with varied projects indoors and out, encourages efficient, widespread participation.	Building and grounds are maintained on a regular basis. A large number of people participate in workdays.

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Objective 6: Building and Grounds. **Ensure St. Matthews takes care of the resources to maintain a healthy church – continued**

INITIATIVES	2006 Targets	Measures
Mowing, snow removal, building upkeep, garden, and routine maintenance networks are developed to provide timely upkeep.	Organizers and volunteers identified for regular snow removal, lawn mowing, building upkeep, and garden care. List of parishioners with specific skills, i.e. plumbing, HVAC, etc. developed for on-call assistance as needed. Lawn mowing and snow removal services are contracted in advance if volunteer upkeep isn't practical.	Lawns mowed weekly, in season, as needed. Snow cleared promptly from sidewalks and parking lot. Gardens maintained routinely. Building repairs attended to promptly. Supplies (paper towels, soap, TP, trash bags, etc.) are stocked, building is vacuumed, bathrooms are cleaned, etc. on a regular basis.
The building and grounds will be maintained in an environmentally-friendly manner.	Lawns and gardens will utilize organic gardening techniques. Energy-saving replacement light bulbs will be used, where possible. The volume of trash will be reduced by recycling efficiencies. Earth-friendly cleaning products and paper goods will be used as practical. We will investigate becoming an "Energy Star Congregation" and joining Virginia Interfaith Power and Light.	A number of choices are made to protect God's creation while maintaining a quality facility.

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Objective 7: *Process* – Create an organization that provides the trained personnel and the organizational structure to support St. Matthews for the future.

*How much better it is to get wisdom than gold! And to get understanding is to be chosen above silver
Proverbs 16:16*

INITIATIVES	2004/5 Targets	Measures	2006 Targets
Ministries - Creation of leadership teams - Creation of organization to support - creation of participation teams	All Ministries have leaders and seconds for support plus ample trained resources for activities management by Jan 1 2005.	Achieved	Transition Youth and other Ministries to new leaders
Communication plan 1. on resource needs, allowing for almost everyone to participate monthly in some activity 2. creation of an annual survey and communication of results 3. creation of a template of communication to the Vestry 4. creation of a template of communication between Ministries with cross-reference of overlapping ministry areas 5. creation of a template of information to be included in the Newsletter from all Ministries. 6. Requirements of participant teams 7. Creation of Policies and Procedures, covering ministry leads and seconds roles structural needs of ministries and initiatives	Plans and targets are provided for each initiative. Monthly communication plan to the Vestry and between aligned Ministries completed by May 1 2004. Newsletter monthly communication plan completed by May 1 2004.	Not achieved	
Training 1. Leadership 2. Team building 3. Job requirements and skills for Acolytes, Ushers etc.	All leaders and seconds have received the required training by 2006.	Child Abuse and Prevention Training for employees and those involved with youth	Establish Vestry training and new Vestry members training.