



Long Range Plan 2007

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Clergy

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The Reverend Mary Moore Roberson, *Rector's Associate*

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Rector's Letter

Dear Friends at St. John's,

I am relieved and delighted that our year of work on the Long Range Plan has come to a successful end. But this is really just the beginning, of course. It is now the privilege, the opportunity, and the responsibility of each member of this parish to carry out the work we have set for ourselves.

I heartily encourage our entire baptized membership to embrace and to own this plan. It is our plan, it is your plan. The Vestry and other parish leaders cannot and must not attempt to do this work alone. Our Long Range Plan is the work of the whole people, in some ways quite literally a "liturgy," which means "the work of the people."

Please pray and be proactive about your participation at St. John's in 2008 and beyond. We need you! I am reminded of a song our children's choir has sung a couple of times in the past: Who is the church? WE are the church!

May God our Father grant his blessing upon this work now begun. May the preaching and living-out of Christ's Gospel in this place be empowered. May the Spirit of God grant us an abundant harvest for the Kingdom.



J. Fletcher Montgomery
Rector

Mission Statement

Preparing you to accept God's grace,
grow in faith, and serve Christ in the world.

Vision

- Excellent & reverent Episcopal worship both progressive & traditional, in a refurbished & expanded church building.
- All people welcomed & intentionally integrated into active ministry at St. John's.
- Empowered & well-staffed committees with full ownership & resources for their ministries.
- A dynamic & electric youth ministry drawing youth throughout Columbia, deeply involving them in all aspects of developing Christian maturity.
- Christian formation that educates and empowers all into ministry and spiritual growth.
- Outreach that connects the people of St. John's with the needs of the community & world.

Core Values

Worship

Christ - centered

Grounded in the Holy Spirit, scripture, and sacrament

Equipping for service

Participation

Informed

Responsible

Inclusive

Communication

Positive

Open

Productive

Growth

Spiritual

Visionary

Transforming

*Adopted by the Vestry
of St. John's Episcopal Church
Columbia, South Carolina
January 20, 2007*

Summary of the Long Range Planning Process

As leaders and stewards of St. John's in 2007, the members of the vestry have undertaken a process of proactive planning for the future life and ministries of our parish.

This process examines our current state, where we want to be, and how we are going to get there. It involves envisioning our preferred future and then producing a flexible plan or road map towards accomplishment. It allows proactive thinking beyond our current activities and traditions; it deals with change positively, and it sets priorities reflective of all aspects of the life of St. John's and our ministries.

Beginning at its annual retreat in January 2007, the vestry and clergy, along with Belton Ziegler and Linda Price acting as facilitators, carried out a series of visioning and planning exercises. At this retreat a new Mission Statement and a Statement of Core Values were created and adopted. Fourteen individual ministry teams were organized and they, in turn, began to examine each ministry and program at St. John's:

- What does St. John's currently do well and what things ought to be improved?
- Are we content to follow our current path, or should we decide on other routes in some instances?
- About which trends and influences on the parish's future should we be most concerned?
- How should we respond to our diocese's challenge to mission and the specific goals for stewardship and membership growth that the diocese has targeted?
- What are our local priorities for the future?

Goals were set to establish a standard of excellence, ensure that all future programs and activities benefit and include as many parishioners as possible, further the mission and ministries of St. John's, and project a clear and polished image of St. John's to others who are not part of our faith community.

In a series of open forums, and through comments *via* the website, parishioners have been able to share their thoughts and ideas about St. John's strengths, weaknesses, challenges, and opportunities. The vestry and clergy, using the gathered information, began to draft a Long Range Plan for St. John's. Objectives and strategies for each ministry team were written. These included:

- Clarify and define the ministry teams, their roles and target groups.
- Get problem-solving accomplished at the appropriate level.
- Use our resources efficiently and effectively.
- Develop policies and procedures.
- Gain commitment from the wider parish, and facilitate our working together towards our common goals.

While an initial draft of the Long Range Plan (LRP) draft was presented to the congregation on Palm Sunday 2007, the vestry and clergy continued expanding their work to incorporate the knowledge, perspectives, and experiences of the members of the newly-formed ministry teams. A one-sentence statement of purpose was written for each of the ministries. The teams identified critical issues and internal and external influences and their effect on the accomplishment of their ministry's goals and purposes. The individual strategies of each ministry were put into specific, innovative, and manageable actions, with target dates for completion as well as evaluation standards. An expanded LRP was presented to the congregation at Pentecost 2007.

Now in December 2007, our twelve months of prayer, listening, studying, visioning, and planning have come together in this final product. It represents a real and tangible vision for St. John's. The work of carrying out the LRP is intended to be shared by the whole congregation, always faithful to the Gospel, and relevant to the lives of God's people. To ensure the successful fulfillment of the LRP, all the members of our faith community must be active participants, sharing in the work of the plan by giving sacrificially of their time, talent, and treasure. To this end we pray that God's holy name will be glorified, and that our congregation will continue to grow in its embracing of Christ's Great Commission.

Anne Miller, LRP Coordinator
St. John's Vestry 2007

1. Worship

Goal: Provide meaningful worship.

Objectives	Strategies	Specific Action	Target Date/Evaluation
<p>1.1 Maintain the high quality worship and scripture-based teaching practiced at this time.</p>	<p>1.1.1 Provide the rector and rector's associate staff and vestry support to allow them preparation time for preaching and teaching.</p> <p>1.1.2 Provide spiritual growth opportunities and mental wellness time for clergy.</p> <p>1.1.3 Establish committee support for worship ministries: acolytes, EV, altar guild.</p> <p>1.1.4 Be open to expanding worship services such as Sunday evening and Wednesday night.</p> <p>1.1.5 Create a more user-friendly bulletin.</p> <p>1.1.6. Clearly identify and advertise to all members ways to participate in the worship ministries.</p>	<p>1.1.1.1. Establish worship committee to coordinate all aspects associated with the worship service i.e., acolytes, lay readers, choir, etc.</p> <p>1.1.2.1. Encourage clergy attendance at conferences, seminars, spiritual retreats, etc.</p> <p>1.1.3.1. Chair of each ministry committee to actively participate on the Worship Team to ensure an impeccable worship experience and address problems. *Revise Guild of Flowering the Cross *Hymn Board postings</p> <p>1.1.3.2. Sub chair searches: *Acolyte Master *Feast of Lights *Funeral committee development *Usher Captain</p> <p>1.1.4.1 Survey /poll parish interests.</p> <p>1.1.5.1. Joint project with communications committee.</p> <p>1.1.6.1. Chairs of ministry teams to speak at newcomer functions, guild meetings Bible studies... to answer questions and promote opportunities for involvement.</p> <p>1.1.6.2. Submit articles for <i>The Messenger</i>.</p>	<p>Established February 2007</p> <p>As available or requested</p> <p>Target January 2008 Completed August 2007</p> <p>August 2007 Target November 1, 2007. Ongoing w/ October 2007 reporting Ongoing</p> <p>Implement as parish interest dictates.</p> <p>Ongoing</p> <p>Visit all available forums throughout the year.</p> <p>Monthly as needed</p>
<p>1.2 Provide high quality and varied music programs.</p>	<p>1.2.1 Increase funding to provide for guest musicians or an assistant music director.</p> <p>1.2.2 Enhance youth participation in music programs.</p>	<p>1.2.1.1. Request funding from vestry.</p> <p>1.2.2.1. Establish a youth choir for grades 2 and up *weekly rehearsal *monthly participation in 9:00 worship service *quarterly awards recognition</p>	<p>November 2007</p> <p>Established spring 2007 RSCM program *bi-annual evaluation by music director.</p>

<p>2.1 Clearly identify leadership roles/positions.</p>	<p>1.2.3 Make full use of the music room.</p> <p>2.1.1 Incorporate leadership identification and succession into each individual team's specific actions.</p>	<p>1.2.2.2 Establish a children's music program based upon the USC children's music program. *weekly program of music and movement for ages 3-6 *participation in 5 worship services annually</p> <p>1.2.3.1. Offer regular chamber music concert series that would make a name for St. John's among the larger community churches, attract new members, and provide ministry opportunities.</p> <p>2.1.1.1 Utilize identified lay leadership on ministry teams sub-committees as leaders and facilitators.</p>	<p>Established Spring 2007 *bi-annual evaluation by music director.</p> <p>Concerts offered: November 4, 2007, 4:00 pm: Italo-Argentine pianist Monica Bacchetto makes her American debut-widely publicized in the community.</p> <p>Ongoing and as required.</p>
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Ministry Areas: acolytes, altar flowers, altar guild, music and choir, lectors, Eucharistic ministers, ushers, weddings, baptisms, funerals, sound, decorations, special services, Feast of Lights

2. Servant Ministry

Goal: Understanding servant ministry, growing in Christ and acting as the body of Christ in the world.

Objectives	Strategies	Specific Action	Target Date/Evaluation
2.1. Inform congregation of Millennium Development Goals (MDG) and other mission ministries as possible service opportunities for St. John's.	2.1.1. Develop a program about the MDG for Wednesday nights programming.	2.1.1.1 Wednesday night program introducing The MDG.	Established Lent, 2007 *Annual evaluation by SM committee
	2.1.2 Continue with commitment to Haiti.	2.1.2.1 Ask congregation to contribute to Haiti by honoring our youth and donating an annual fund raiser on Youth Sunday.	Established spring, 2007 *Annual evaluation by SM committee
		2.1.2.2 Ask vestry to contribute to Haiti by sponsoring 65 children (@ \$240 per child) the total financial commitment to come from the Youth Sunday fundraiser and the Vestry contribution from the current 2007 budget.	Established spring, 2007 *Annual evaluation by SM committee
2.2. Explore the development of a MDG project.	2.2.1. Task the outreach committee with exploring and developing specific ministry projects to support the MDG.	2.2.2.1. Investigate individual ministry projects which would meet the criteria for MDG.	Initiated spring, 2007 *Annual evaluation by SM committee
2.3. Expand local outreach ministries.	2.3.1 Explore and explain specific local/regional outreach ministries.	2.2.2.2 Establish a new MDG project sponsored by St. John's members.	Goal of December 31, 2007
		2.3.1.1 Create a council of the Servant Ministry team to meet bi-annually with the core group and shares information about needs and opportunities.	Begun August, 2007 *Annual evaluation by SM committee
2.4 Publicize servant ministry opportunities and needs.	2.4.1 Appoint a committee member to be a publicity point person to gather information about servant ministries.	2.4.1.1 Include articles in "Messenger" about different outreach opportunities and their specific needs.	Begun spring, 2007 *Annual evaluation by SM committee
		2.4.1.2 Include in the bulletin a list of specific needs of the outreach ministry highlighted in the "Messenger".	Begun summer, 2007 * Annual evaluation by SM committee
2.5 On a yearly basis include programming involving servant ministry.	2.5.1 Ensure that formation programs encourage servant ministry.	2.5.1.1 Coordinate with Christian Formation teams to develop and implement regular programming explaining and exploring servant ministry.	Begun Fall, 2007 on going with Christian Formation teams *Annual evaluation by SM committee
2.6 Clearly identify leadership roles/positions.	2.6.1 Incorporate leadership identification and succession into each individual team's specific actions.	2.6.1.1 Utilize identified lay leadership on ministry teams sub-committees as leaders and facilitators.	Ongoing and as required.

Ministry Areas: Haiti, foreign missions, giving tree, local ministries: Cooperative Ministries, Hannah House, Kairos, Sister Care, UTO, ERD, work trips

3. Newcomers

Goal: To attract, identify, welcome, inform, and integrate newcomers to the parish of St. John's.

Objectives	Strategies	Specific Action	Target Date/Evaluation
3.1 Form a welcoming committee.	3.1.1 Newcomers team greets members to welcome and mentor newcomers.	3.1.1. Form a newcomers committee.	Formed and holding ongoing monthly meetings.
3.2 Have every new person welcomed at church.	3.2.1 Newcomers to be greeted and assisted at Sunday worship and weekly programs.	3.2.1.1 Identify visitors and newcomers via sign in sheets.	Ongoing
		3.2.1.2 Contact identified visitors and newcomers with welcome postcard.	As needed
		3.2.1.3 Educate ushers to identify and assist visitors and newcomers.	Ongoing
		3.2.1.4 Encourage vestry greeters to inform Newcomers Ministry Team with information about visitors and newcomers.	Ongoing
	3.2.2 Create a followup process to ensure newcomers are invited, informed, and involved.	3.2.2.1 Send welcome package to newcomers.	As needed
		3.2.2.2 Hold informal coffee social during Sunday School hour.	In process
		3.2.2.3 Create mentor/host family structure.	In process
		3.2.2.4 Encourage newcomers to be on the mailing list and receive the E-pistle.	Ongoing
		3.2.2.5 Create involvement survey. Invite and encourage involvement based upon individual responses.	Distributed August 22, 2007
	3.2.3 Implement informational/fellowship events to be hosted by the committee for newcomers.	3.2.3.1 Host a Newcomers Dinner.	Held August 22, 2007
	3.2.4 Educate and encourage parish members to greet and make newcomers feel welcomed.	3.2.4.1. Messenger articles addressing newcomer topics.	Published in August 2007 <i>Messenger</i>
		3.2.4.2 Nametag campaign.	Implemented September 2007
		3.2.4.3 Bulletin board with photos up.	Implemented September 2007
3.2.4.4 Profiles in the <i>Messenger</i> .		Implemented August 2007	

3.3 Open our facilities to more community groups.	3.3.1 Make known, share, and utilize the strengths and abilities of the parish and its facilities within the community.	3.3.1.1 Establish relationship with leader of community group using St. John's facilities.	Ongoing
3.4 Clearly identify leadership roles/positions.	3.4.1 Incorporate leadership identification and succession into each individual team's specific actions.	3.4.1.1 Utilize identified lay leadership on ministry teams sub-committees as leaders and facilitators.	Ongoing and as required.

Ministry Areas: friendship pads and letters of welcome, greeters, transfers, newcomer's packets, nametags, follow-up and shepherding

4. Christian Formation-Children

Goal: To educate and empower all children into ministry and spiritual growth.

Objectives	Strategies	Specific Action	Target Date/Evaluation
<p>4.1 Each child receives age - appropriate Christian formation opportunities and activities.</p>	<p>4.1.1 To expand the VBS program to better meet the needs of children in the 3rd – 5th grade and increase participation at these ages.</p>	<p>4.1.1.1 Focus a portion of the VBS week curriculum on mission work by providing a volunteer opportunity for this age.</p>	<p>June 16-20, 2008</p>
	<p>4.1.2 To reach out to parents of newborns and to introduce the children's ministry to them.</p>	<p>4.1.2.1 Provide meals and a small gift basket with information on the children's ministry to new parents approximately 4-6 weeks after baby is born.</p>	<p>Ongoing</p>
	<p>4.1.3 To plan events (2-3 per year) that provide children an enjoyable and unique atmosphere in which they may learn and grow faithfully in the St. John's community.</p>	<p>4.1.3.1 Offer annual events such as: *Father-Son Cookout *Mother-Daughter Tea *Advent Festival *Children's Pageant at Christmas Eve Service *Parenting speaker and/or date night</p>	<p>December 2, 2007 December 24, 2007 February 10, 2008 February 24, 2007 April 13, 2007</p>
	<p>4.1.4 To ensure that the St. John's nursery continues to be a safe, healthy and happy environment where children may begin their church experience.</p>	<p>4.1.4.1 Recruit volunteer(s) to assist with the subcommittee.</p>	<p>September 2007 Ongoing</p>
	<p>4.1.5 To help young (3rd-4th graders) children understand and participate in the worship service through a specific Worship Education Program: "What We Do In Worship". 7 sessions on Sundays at 9:00 - 9:30 am.</p>	<p>4.1.5.1 Conduct seven (7) sessions: 1. Why we worship-Gather, Praise, Pray, Proclaim, Sent out 2. People in Worship 3. Prayer Book, Bible, Hymnal 4. Creeds 5. Baptism 6. Communion 7. Church Year</p>	<p>Various dates-ongoing</p>
	<p>4.1.6 To provide a Christian learning experience on an understandable level for 4 and 5 year olds through Children's Chapel.</p>	<p>4.1.6.1 To recruit and train adult teachers and leaders who exhibit a strong spiritual foundation. Hold Children's Chapel on a regular basis. Provide curriculum that will take place during the adult sermon at the 9 am or 10:30 am service that is age appropriate for 4 and 5 year olds.</p>	<p>Ongoing</p>

<p>4.4 Clearly identify leadership roles/positions.</p>	<p>4.1.7 To provide Sunday School experience with a strong foundation for spiritual growth in our children.</p> <p>4.4.1 Incorporate leadership identification and succession into each individual team's specific actions.</p>	<p>4.1.7.1 To recruit and train adult teachers and leaders who exhibit a strong spiritual foundation. Hold Sunday School on a regular basis. Provide curriculum that is age appropriate. Teacher recruitment and training.</p> <p>4.1.1.1 Utilize identified lay leadership on ministry teams sub-committees as leaders and facilitators.</p>	<p>Ongoing</p> <p>Ongoing and as required.</p>
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Ministry Areas: Sunday school, Wednesday evening program, special events for children and adults, Vacation Bible School, teacher recruitment, training, and support

<p>4.4 Clearly identify leadership roles/positions.</p>	<p>4.3.4 Incorporate the Sunday School curriculum into a Sunday evening and possible weekly programs.</p> <p>4.3.5 Enrich and encourage participation in mission work with Home Works.</p> <p>4.4.1 Incorporate leadership identification and succession into each individual team's specific actions.</p>	<p>The Middle School Boys Sunday School Class is made of boys in grades 6-8. This class will meet each Sunday during the Sunday School hour and will incorporate Bible Study, discussions, and fellowship! The curriculum used is "God Is... Exploring The Many Sides of God" by David Rhodes & Chad Norris and hands-on activities.</p> <p>The Senior High EYC Sunday School Class incorporates Bible Study with some discussion about current events. The curriculum used is the "Message from Paul" Series.</p> <p>4.3.4.1 The EYC volunteers incorporate the lessons from Sunday School into the messages and activities in the EYC programs.</p> <p>4.3.5.1 Participate in mission work. *week long Sr. EYC mission trip with Home Works to Johns Island, SC. *5 day Jr. EYC mission trip with Home Works to Augusta, GA. * Participate in Home Works blitzes.</p> <p>4.4.1.1 Utilize identified lay leadership on ministry teams sub-committees as leaders and facilitators.</p>	<p>Ongoing, but to be continued with the guidance of the new youth minister.</p> <p>July 2007 and summer sessions following *Early summer: June 2007 and summer sessions following: * 1 day blitz October 27, 2007 * 4 day blitz December 27-30, 2007</p> <p>Ongoing and as required.</p>
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Ministry Areas: staff search p/t youth minister, EYC, youth confirmation, Jr. and Sr. Sunday school, youth basketball, Happening

4. Christian Formation-Adults

Goal: To educate and empower all adults into ministry and spiritual growth.

Objectives	Strategies	Specific Action	Target Date/Evaluation
4.3 Offer varied & interesting offerings for adults on Sundays & during the week.	4.3.1 Utilize internal & external resources for adult formation.	4.3.1.1 Engage parishioners to lead adult formation classes at Sunday School and at other times during the week.	Current and will continue
		4.3.1.2 Engage clergy to lead adult formation classes at Sunday School and at other times during the week.	Current and will continue
		4.3.1.3 Engage other respected Christians from the community to lead adult formation classes at Sunday School and at other times during the week.	Current and will continue
		4.3.1.4 Engage clergy and/or outside speakers for Lent Wednesday night programs.	November 18, 2007
		4.3.1.5 Engage clergy and/or outside speakers for Easter Wednesday night programs.	January 10, 2008
		4.3.2 Develop programs that promote growth of individual knowledge of faith and spirituality.	4.3.2.1 Offer classes in three-tiered approach for Winter and Spring 2008.
4.4 Clearly identify leadership roles/positions.	4.4.1 Incorporate leadership identification and succession into each individual team's specific actions.	4.3.2.2 Evaluate three-tiered approach for planning for Fall 2008.	Completion Target Date – April 20, 2008 Evaluations: Fall 2007 – October 28, 2007 Winter 2008 – February 3, 2008 Spring 2008 – March 16, 2008
		4.4.1.1 Utilize identified lay leadership on ministry teams sub-committees as leaders and facilitators.	Ongoing and as required.

Ministry Areas: Adult Sunday School, Wednesday evening programming, Kanuga, adult confirmation, Bible studies, Cursillo, retreats, Alpha, Marriage Course, Crown, Renewal Ministries, Women's Retreat, seasonal programming

5. Administration

Goals: Establish an effective organizational structure to implement, manage and support the ministries and activities of St. John's.

Objectives	Strategies	Specific Action	Target Date/Evaluation
5.1 Examine staff development and organizational structure to improve effectiveness.	5.1.1 Create an accurate job description for each staff member.	5.1.1.1 The Rector will complete job descriptions, with assistance from the administrative team.	Drafts due November 15, 2007 Finals due February 1, 2008
	5.1.2 Administer staff performance reviews. Assess overall performance, strengths, weaknesses, and opportunities for improvement, continuing education plan.	5.1.2.1 Administration team will create evaluations based on final job descriptions. 5.1.2.2 Administration team will meet with Rector prior to evaluations to review and offer guidance.	Drafts due April 2008 Finals due May 2008 Evaluations with staff will take place twice a year. December and June
	5.1.3 Involvement in and commitment to the ministry teams of the LRP by clergy and staff.	5.1.3.1 Develop and define specific individual as well staff team actions that support the LRP and individual ministry team assignments.	December 2007
	5.1.4 Future benchmarking of best practices among similar churches.	5.1.4.1 Visit/ benchmark at least (3) resource churches for ideas/information.	November 2008
5.2 Annual review of organizational structure to ensure effectiveness and delivery of service.	5.2.1 Design & implement leadership training for the church.	5.2.1.1 Plan and facilitate leadership training and informational sessions for future volunteer leadership opportunities.	February 2008 and September 2008
5.3 Clearly identify leadership roles/positions.	5.3.1 Incorporate leadership identification and succession into each individual team's specific actions.	5.3.1.1 Utilize identified lay leadership on ministry teams sub-committees as leaders and facilitators.	Ongoing and as required.

Ministry Areas: Reviews, salaries, vestry and parishioner relations, searches and new hires, efficiency and effectiveness

6. Stewardship

Goal: Inspire members to give cheerfully of their time, talent, and treasure.

Objectives	Strategies	Specific Action	Target Date/Evaluation
<p>6.1 Ensure that each parishioner has a mature understanding of Christian stewardship.</p> <p>6.2 Be certain that stewardship needs, goals and objectives are clearly communicated.</p> <p>6.3 Clearly identify leadership roles/positions.</p>	<p>6.1.1 Coordinate with Christian Formation to ensure stewardship instruction is delivered at all levels of the church.</p>	<p>6.1.1.1 Integrate stewardship education into Sunday School offerings for all ages.</p>	<p>Ongoing Re-evaluate annually</p>
		<p>6.1.1.2 Offer Crown Ministries courses on a regular basis.</p>	<p>Offered Winter 2007 Re-evaluate annually</p>
		<p>6.1.1.3 Have a Stewardship Committee representative on Christian Formation Committee.</p>	<p>Ongoing Re-evaluate when committees re-form</p>
	<p>6.2.1 Make the congregation aware of stewardship efforts through mailings, <i>Messenger</i>, bulletins, sermons, and other means.</p>	<p>6.2.1.1 Stewardship Committee will determine content, means and frequency.</p>	<p>Ongoing</p>
	<p>6.2.2 Continue with intra- parish group competitions for the near future.</p>	<p>6.2.2.1 Identify parish groups and speakers.</p>	<p>Completed June 2006 and June 2007 Re-evaluate annually</p>
	<p>6.2.3 Host parish stewardship kick-off event.</p>	<p>6.2.2.2 Evaluate annually to determine if the competition is effective.</p>	<p>Ongoing Evaluate after each fall campaign</p>
		<p>6.2.3.1 Identify date and time.</p>	<p>June of each year</p>
		<p>6.2.3.2 Line up keynote speaker.</p>	<p>June of each year</p>
		<p>6.2.3.3 Coordinate with Parish Events team to plan for event.</p>	<p>July of each year</p>
		<p>6.2.3.4 Coordinate with Communications team to publicize event.</p>	<p>July of each year</p>
	<p>6.2.4 Form Long-Term Giving Committee.</p>	<p>6.2.4.1 Conduct a class on estate planning.</p>	<p>January 2008</p>
	<p>6.2.5 Provide adequate resources to execute stewardship campaign designed by stewardship committee.</p>	<p>6.2.4.2 Host regular gatherings to talk about long-term giving.</p>	<p>January 2008</p>
		<p>6.2.5.1 Make a timely budget request that reflects needs adequately.</p>	<p>November 2007</p>
	<p>6.3.1 Incorporate leadership identification and succession into each individual team's specific actions.</p>	<p>6.3.1.1 Utilize identified lay leadership on ministry teams sub-committees as leaders and facilitators.</p>	<p>Ongoing and as required.</p>

Ministry Areas: stewardship kick-off event/stewardship season/pledging

7. Parish Events

Goal: Execution of well coordinated and communicated events at or for St. John's.

Objectives	Strategies	Specific Action	Target Date/Evaluation
7.1 Form an events committee.	7.1.1 Events committee to be made up of representatives from various ministry groups. To act as liaison between event sponsor and event committee.	7.1.1.1 Establish a committee.	Established Spring 2007
7.2 Execute well coordinated parish events.	7.2.1 Develop policies and procedures for events.	7.2.1.1 Draft and publish parish events sign-up and protocol list.	Published Fall 2007
		7.2.1.2 Create and publish events set up form. To include items needed, room set up and room needed.	Published Fall 2007
		7.2.1.3 Create and publish standard practices and procedures for kitchen use.	January 2008
	7.2.2 Coordination of contact between committee and sponsoring event.	7.2.2.1 Individual committee member assigned to work one on one with sponsoring group.	Ongoing specific to each event
7.3 Clear, concise, and timely publicity of up coming events.	7.3.1 Specific parish event information to be published in the <i>Messenger</i> , the bulletin, and E-pistle.	7.2.2.2 Records kept of all events.	Ongoing
		7.3.1.1 Event sponsor to provide needed information to appropriate communications coordinators.	As per event
7.4 Clearly identify leadership roles/positions.	7.4.1 Incorporate leadership identification and succession into each individual team's specific actions.	7.4.1.1 Utilize identified lay leadership on ministry teams sub-committees as leaders and facilitators.	Ongoing and as required.

Ministry Areas: Bishop's Reception, Palm Sunday, Wednesday Night Dinners, Keenagers Luncheons, Parish Luncheons (Pentecost), Gravatt Day, Welcome Back Sunday, Stewardship Breakfast, Annual Meeting Breakfast, 12th Night Party and special weekend events

8. Church Renovation

Goal: Expand the church building to better accommodate a growing parish.

Objectives	Strategies	Specific Action	Target Date/Evaluation
8.1 A refurbished church building.	8.1.1 Create a church renovation/building committee.	8.1.1.1 Contact prospective members of building committee.	February 2007
	8.1.2 Inquire and explore as to the desires and needs of the parish.	8.1.2.1 Conduct congregational forum(s).	Spring 2007
	8.1.3 Assess the desires and needs attainability from a facility/finance perspective.	8.1.3.1 Retain services of architect and a financial consultant.	Fall 2007
	8.1.4 Launch a capital campaign based upon the attainability of facility/finance for the church building expansion.	8.1.4.1 Determine feasibility and timing of capital campaign with help of fundraising consultant.	TBD
	8.1.5 Begin construction on expanded church building.	8.1.5.1 Complete architectural drawings and put project out to bid.	TBD
8.2 Clearly identify leadership roles/positions.	8.2.1 Incorporate leadership identification and succession into each individual team's specific actions.	8.2.1.1 Utilize identified lay leadership on ministry teams' sub-committees as leaders and facilitators.	Ongoing and as required.

Ministry Areas: Feasibility study, capital campaign, building and architecture committee, bids and construction, temporary relocation of worship, organ

9. Pastoral Care

Goal #1: Identify present and new pastoral care needs of the members of St. John's and provide services to meet those needs.

Objectives	Strategies	Specific Action	Target Date/Evaluation	
<p>9.1. Organize the pastoral care committee to provide present and new care ministries to parishioners.</p>	<p>9.1.1 Continue current pastoral care ministries.</p>	<p>9.1.1.1. Deliver altar flowers weekly. Provide meals for those in need through Agape ministry.</p> <p>9.1.1.2. Provide a meal, visit, and gift to families of newborns through Newborn Agape ministry.</p> <p>9.1.1.3. Pray for individuals in need through Prayer Team ministry.</p> <p>9.1.1.4. Visit those members who are unable to get about on their own through Love in Action ministry.</p> <p>9.1.1.5. Provide lay ministry to those who are in a difficult situation through Community of Hope ministry.</p> <p>9.1.1.6. Deliver communion through Eucharistic Visitors ministry.</p>	<p>Current Evaluations ongoing and yearly</p>	
	<p>9.1.2. Improve outreach to those who are unable to attend church.</p>	<p>9.1.2.1. Obtain list of members age 75+ Call member to determine needs/wants (ex: transportation to church, sermons on DVD, etc).</p> <p>9.1.2.2. Pastoral Care committee met to discuss and determine plan.</p>	<p>December 1, 2007</p> <p>January 1, 2008</p>	
	<p>9.1.3. Develop subcommittee to determine the feasibility and possibly implement the care team model and/or a grief support team.</p>	<p>9.1.3.1. Vestry liaison and other committee members (as possible) attend Columbia-area Respite Conference to learn about possible models.</p> <p>9.1.3.2. Meet to discuss and determine plan.</p>	<p>October 18, 2007</p>	
	<p>9.2. Improve coordination of ministries and increase communication with clergy and pastoral care ministries.</p>	<p>9.2.1. Educate current subcommittee members about other pastoral care ministries and encourage overlap.</p>	<p>9.2.1.1. Attend current ministry meetings to discuss other pastoral care ministries and encourage overlap. For example, the person who delivers flowers should ask whether the person needs/wants a meal, needs/wants Eucharistic Visitor, etc.</p>	<p>November 2007</p>

9.3 Improve parishioners' knowledge of available services and encourage a responsive awareness to parishioners' needs.	9.2.2. Increase use of e-mail for communication between clergy and subcommittee chairs.	9.2.2.1. Committee chair and vestry liaison are now on Prayer Team and EV list.	Quarterly
		9.2.2.2. All committee chairs get weekly church prayer list.	Completed
		9.2.2.3. Love in Action chair to send monthly e-mail to remind of monthly visit and to report back.	Completed
	9.3.1. Increase communication to parishioners.	9.3.1.1. Submit regular <i>Messenger</i> articles and bulletin announcements regarding ministries listed above.	Ongoing
	9.3.2. Increase use of web page for communication and prayer requests.	9.3.2.1. Submit regular <i>Messenger</i> articles and bulletin announcements regarding requests to Prayer Team via web page.	Ongoing

Goal #2: Give our members opportunities for involvement in our pastoral care ministry.

9.4 Inform parishioners of opportunities for service.	9.4.1. Increase communication to parishioners.	9.4.1.1 Submit regular <i>Messenger</i> articles and bulletin announcements regarding ministries listed above, including a specific call to service, such as: *Deliver an Agape meal. *Embroider a pillowcase for a newborn baby. *Deliver altar flowers twice a year.	Monthly
	9.4.2. Expand team of Community of Hope lay ministers.	9.4.2.1. Clergy to give recommendations. 9.4.2.2. One on one contact with potential class members.	New class begins September 2008 Next class begins September 2008
	9.4.3. Increase education about opportunities for involvement in pastoral care.	9.4.3.1. Hold formation classes on spiritual gifts, lay ministry, service, and pastoral care (coordinate with Adult Formation).	2008
9.5 Clearly identify leadership roles/positions.	9.5.1 Incorporate leadership identification and succession into each individual team's specific actions.	9.5.1.1 Utilize identified lay leadership on ministry teams sub-committees as leaders and facilitators.	Ongoing and as required

Ministry Areas: Agape, Prayer Team, Love in Action (visitation), Community of Hope, Eucharistic Visitors, Altar flower delivery

10. Communication

Goal: To organize and oversee the communication functions of the parish to operate as effectively as possible.

Objectives	Strategies	Specific Action	Target Date/Evaluation
10.1 Comprehensive examination of communications at St. John's.	10.1.1 Identification of each individual communication methods and means at St. John's.	10.1.1.1 Evaluation of service delivery and actual parish use of all the different methods and means of communication used at St. John's.	Completed summer 2007
		10.1.1.2 Evaluate the production procedure of each means of communication.	Completed summer 2007
		10.1.1.3 Evaluate the long term outcome of continuing with current procedures of using limited staff and volunteers for the major communication needs of St. John's.	Completed summer 2007
10.2 Investigate possibility of hiring a communication specialist.	10.2.1 Create job description for communication specialist.	10.2.1.1 Write a job description detailing current and future needs of strong communication at St. John's.	October 2007
		10.2.1.2 Make a request to the rector for new communication staff person to be included in the budget.	October 2007
10.3 Design a new Sunday bulletin.	10.3.1 Gather input to create a more user friendly bulletin.	10.3.1.1 Benchmark other church bulletins.	Ongoing
		10.3.1.2 Collect opinions/information from staff, team, and other individuals about needs and desired changes in the current worship bulletin.	Completed summer 2007
		10.3.1.3 Establish the bulletin needs.	Ongoing
		10.3.1.4 Design a new layout for the Sunday bulletin to be easily produced by the current office staff.	November 4, 2007
10.4 Create a master communication plan.	10.4.1 List all types and forms of communication in use at St. John's.	10.4.1.1 Establish an effective communication system utilizing media methods that deliver clear, concise, and timely information.	Ongoing
	10.4.2 Create and up-to-date communication manual.	10.4.2.1 List and evaluate the current policies and procedures for each form of communication.	November 2007
	10.5.1 Incorporate leadership	10.4.2.2 Evaluate the use and	

10.5 Clearly identify leadership roles/positions.	identification and succession into each individual team's specific actions.	effectiveness of each form of communication. 10.5.1.1 Utilize identified lay leadership on ministry teams sub-committees as leaders and facilitators.	Ongoing and as required.
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Ministry Areas: E-pistle, *Messenger*, bulletin, advertising, signs, mailings, reminder cards

11. Finance

Goal: To assist and advise the vestry in all financial matters at St. John's.

Objectives	Strategies	Specific Action	Target Date/Evaluation
11.1 Establish sound financial controls and practices.	11.1.1 Review financial controls, policies, and procedures; make appropriate changes.	11.1.1.1 Continue ongoing monthly review and evaluation of financial procedures.	Monthly
	11.1.2 Execute yearly outside audits/reviews.	11.1.2.1 Prepares for and reviews financial data concerning the yearly outside independent audits and/or reviews. In 2007 a review was conducted by the independent auditors rather than a more costly audit. A cost-benefit analysis will be undertaken each year by the Finance Ministry Team to recommend to the vestry which may be best, a review or an audit, for each year.	Annually
11.2 Review, analyze, and interpret monthly financial statements.	11.2.1 Provide the vestry with appropriate, timely, accurate, actionable financial analysis and interpretation.	11.2.1.1 Developed and moved to a "monthly budget analysis," with year-to-date comparisons, placed in a more informative written format for presentation to the vestry.	January 2007
11.3 Anticipate issues, track trends, address concerns.	11.3.1 Make recommendations to the vestry concerning financial management.	11.3.1.1 Conduct monthly Finance Ministry Team meetings prior to vestry meetings to review current financials and prepare for report to vestry, with any recommendations, and address Strategies 11.2.1 and 11.3.1.	Monthly
11.4 Clearly identify leadership roles/positions.	11.4.1 Incorporate leadership identification and succession into each individual team's specific actions.	11.4.1.1 Utilize identified lay leadership on ministry teams sub-committees as leaders and facilitators.	Ongoing and as required.

Ministry Areas: operating budget, planned giving, memorials, investments, audit and annual review, special building funds

12. Properties

Goal: To be a liaison between the parishioners' facility needs and the St. John's staff.

Objectives	Strategies	Specific Action	Target Date/Evaluation
<p>12.1 To be an advocate for the St. John's staff to clergy and vestry so that the staff will have the resources to provide a functional and beautiful campus for parishioners to worship, learn, and commune in fellowship.</p>	<p>12.1.1 To have a suggestion and selection process for improvements both physically and functionally that parishioners would like to see done.</p>	<p>12.1.1.1 Produce a list two months prior to budget requests for items/projects the properties committee would like purchased/done.</p>	<p>Annually--September and October</p>
	<p>12.1.2 To provide a process for the placement of gifts to St. John's on the campus.</p>	<p>12.1.1.2 Research cost of project and needed items, produce a list one month prior to budget requests ranking projects according to need and importance.</p> <p>12.1.2.1 Write a policies and procedures document for the placement of gifts on church property.</p>	<p>Annually--September and October</p> <p>Completed July 2007</p>
	<p>12.2 To use maintenance, general improvements and repair funds in a cost effective and efficient manner.</p>	<p>12.1.2.2 Parishioners make request to Properties Committee and committee discusses best placement per parishioner's wishes.</p> <p>12.2.1 To review on a monthly basis anticipated repairs and utility usage.</p>	<p>Ongoing based upon gift.</p> <p>12.2.1.1 The facilities manager will prepare a monthly statement of maintenance tasks performed and anticipated repairs or improvements.</p>
	<p>12.3 To coordinate with the Church Renovation Committee as necessary as they develop plans for an expanded church building.</p>	<p>12.3.1 To have coordinating meetings with the Church Renovation Committee so that their plans and existing facility usage can be met.</p>	<p>12.3.1.1 Nothing required at this point in planning process.</p>
<p>12.4 Clearly identify leadership roles/positions.</p>	<p>12.4.1 Incorporate leadership identification and succession into each individual team's specific actions.</p>	<p>12.4.1.1 Utilize identified lay leadership on ministry teams sub-committees as leaders and facilitators.</p>	<p>Occurs at monthly meetings on the second Thursday of every month at 4:30 pm</p> <p>Will have to coordinate with Church Renovation Committee once architect has started design documents.</p> <p>Ongoing and as required.</p>

Ministry Areas: Memorial Garden, buildings and grounds maintenance, utilities, arts and architecture