



# Calvary Episcopal Church

Strategic Plan 2017 - FINAL

## Mission

*The parish's fundamental reason for being and the role it plays in its environment*

In thanksgiving for having been called as children of God to a life of service, we share with one another the love and obedience of Christ Jesus, our Lord. Calvary Church is a liturgical church seeking to bring Christ to a world in need.

- ❖ We believe that it is our mission to offer Him to an expanding circle of friends and acquaintances and to our immediate neighborhood through:
  - The worship of God in Word and Sacrament;
  - Teaching and learning the Christian Life and the traditions of the Episcopal Church;
  - The offering of excellence in choral and instrumental music;
  - Care for one another through prayer, visitation, fellowship;
  - Increasing participation by all members in the life and work of the Church;
  - Commitment to the beauty, well-being and preservation of God's creation in nature;
  - Commitment to our God-called role to be peacemakers and to do the work of reconciliation in our Church, community, nation and the world.
- ❖ Through the worship and love of God we are called to:
  - Make the gospel of Jesus Christ the center of our life and work;
  - Welcome all people into our church family;
  - Love and support one another;
  - Actively seek out the human needs in our community, responding vigorously with compassion and understanding;
  - Recognize and affirm the gifts and talents of the community including our parish and our neighborhood.

## Vision

*The parish's desired future*

Calvary Church is the heart, face and hands of The Episcopal Church, providing spiritual growth and ministry in the renaissance of downtown Louisville and surrounding neighborhoods.

## Core Values

*The fundamental beliefs that guide the parish and its decisions*

- ❖ Commitment to be followers of the teachings of Jesus Christ, Son of God.
- ❖ Commitment to our Baptismal Covenant and the formation of a people of Christ-like love.
- ❖ Commitment to the unique opportunities for experiencing Christian Faith, Hope and Love through encounters with scripture, reason and the traditions of the Episcopal Church in a parish setting.
- ❖ Commitment to making Christ visible in an ever-evolving and diverse urban setting.
- ❖ Commitment to worship through prayer, liturgy and music, as a place for the spiritual growth and well-being of our parish family.
- ❖ Commitment to connecting worship on Sunday to weekday ministry and to our daily life.
- ❖ Commitment to support for the full human rights and dignity of all persons in order to build a society of justice for all.

## Goals, Objectives and Benchmarks

*The broadly defined positions or conditions which the parish aims to pursue, corresponding statements of achievement and indicators to be accomplished*

### **Goal 1: Sustain integrated ministries of worship and music, Christian Formation, and parish life and care.**

Objective 1.1: To provide services reflecting the beauty of holiness and actively engage parishioners in the development of their faith in daily life.

- Benchmark 1.1.1: Increase parishioner participation in the liturgy and worship; ensure volunteers are appropriately trained.
- Benchmark 1.1.2: Increase average attendance at Sunday and weekday services by 20% by 2019.

Objective 1.2: To support Calvary Church as a center of excellence for music for both liturgical and concert music.

- Benchmark 1.2.1: Expand Calvary's repertoire of music, drawing on approved hymnals and liturgical music
- Benchmark 1.2.2: Explore expansion of Music Director position and Music Program in 2018.
- Benchmark 1.2.3: Continue to expand the reach and quality of public concerts.

Objective 1.3: To offer a Christian Formation program that enhances spiritual growth for all ages.

- Benchmark 1.3.1: Establish Christian Education program for grades K – 5, as appropriate for the current needs of the congregation. Retain and train teachers, whether staff or volunteers, for the 2017-18 academic year. Participate in Vacation Bible School along with other parishes.
- Benchmark 1.3.2: Participate in local Youth Group events. Develop leadership to participate in organizing the multi-parish program for grades 6-12.
- Benchmark 1.3.3: Offer Adult education and Bible study programs; increase average weekly attendance by 20% by 2019.

Objective 1.4: To ensure the congregation's pastoral needs are met through pastoral care and parish life activities for mutual care and fellowship.

- Benchmark 1.4.1: Develop and maintain a schedule of regular and "as needed" pastoral visits to parishioners by clergy or Lay Eucharistic Visitors (LEVs). Ensure LEVs are trained.
- Benchmark 1.4.2: Provide Calvary Care opportunities for volunteers to offer flower and meal delivery and other care and assistance to fellow parishioners in need.
- Benchmark 1.4.3: Increase opportunities for fellowship among parishioners; hold at least 2 parish social events per year.

Objective 1.5: To encourage members of the congregation, Rector/PIC and staff to have a rich spiritual and professional life.

- Benchmark 1.5.1: Plan opportunities and time for retreat, fellowship, and growth.
- Benchmark 1.5.2: Ensure Priest-in-Charge and Music Director each complete 1 continuing education opportunity in 2017 or 2018.

**Goal 2: Deliver comfort for the physical, emotional and spiritual needs of our neighbors and beyond.**

Objective 2.1: To intensify the outreach activities to the neighborhood and community. Current outreach programs include the food and clothing ministries, Laundry Love, Calvary's Well, the Garden of Goodness and music lessons for children from Engelhard Elementary School.

- Benchmark 2.1.1: Increase numbers of persons served, whether through current outreach programs or new programs.
- Benchmark 2.1.2: Increase numbers of volunteers; ensure volunteers are appropriately equipped and trained. Consider creating a volunteer coordinator role (unpaid).
- Benchmark 2.1.3: Increase awareness of and response to newly identified needs and continue to evolve Calvary's outreach programs.

Objective 2.2: To cooperate regularly with organizations in the community that provide for those in need, for example Central Louisville Community Ministries, AA, Habitat for Humanity, Boy Scouts, Kentucky Refugee Ministries or others.

- Benchmark 2.2.1: Establish a Boy Scout STEM troop in 2018.
- Benchmark 2.2.2: Support Central Louisville Community Ministries with food and clothing.
- Benchmark 2.2.3: Continue to support AA by providing facility for meetings 2 times per week.
- Benchmark 2.2.4: Review annually and evaluate opportunities to cooperate with other organizations.

**Goal 3: Connect with and be accepted by the surrounding community as a gracious and openhearted neighbor.**

Objective 3.1: To create inviting programs, which involve members, guests and visitors from Calvary and surrounding communities.

- Benchmark 3.1.1: Offer 3-4 music or other events per year which are open to the community, partnering with local organizations or schools when appropriate.

Objective 3.2: To welcome visitors and new members and actively encourage them to attend services regularly.

- Benchmark 3.2.1: Increase Calvary's visibility through distribution of a brochure to visitors or within the local community (apartment buildings, hotels) or via personal invitations. Increase Calvary's presence on neighborhood websites or through social media.
- Benchmark 3.2.2: Increase Calvary's participation in community events.
- Benchmark 3.2.3: Seek expanded advertising and sponsorship opportunities in the City of Louisville.
- Benchmark 3.2.4: Activate Newcomers Program and increase participation. Follow up with visitors regularly. Offer an event to welcome newcomers at least once per year.

**Goal 4: As a part of the larger Episcopal Church, pursue relationships with the Diocese, Episcopal organizations, and other churches that further mutual values, missions and goals.**

Objective 4.1: To maintain regular, functional and programmatic connections with the office and staff of the Diocese of Kentucky.

- Benchmark 4.1.1: Appoint a liaison to the Diocesan office, such as a convention delegate, Warden or other Vestry member.
- Benchmark 4.1.2: Increase participation by Calvary parishioners in diocesan events including annual convention, programs and committees.
- Benchmark 4.1.3: Increase use of diocesan staff as resource persons.

Objective 4.2: To strengthen and maintain our relationships with the Episcopal Church in the United States of America (ECUSA) and Consortium of Endowed Episcopal Parishes (CEEP).

- Benchmark 4.2.1: Increase participation in National Church events and conferences.
- Benchmark 4.2.2: Continue membership in CEEP and participate in CEEP conferences.

Objective 4.3: To actively participate in the Urban Partnership program.

- Benchmark 4.3.1: Participate with the other urban partnership parishes to develop 1-2 events or programs in 2018.

Objective 4.4: To establish and maintain partnerships through common work or learning opportunities with other Episcopal churches and institutions in the diocese or the wider church or with other community churches.

- Benchmark 4.4.1: Participate in Episcopal Church Home Women's Board.
- Benchmark 4.4.2: Increase contacts and projects with select churches.
- Benchmark 4.4.3: Attend conferences and training regularly.

**Goal 5: Encourage and cultivate leadership, stewardship and parishioner engagement to support Calvary's ability to grow and pursue its mission.**

Objective 5.1: Create and support committees of the Vestry.

- Benchmark 5.1.1: Ensure all committees have clear roles and responsibilities assigned by Vestry. Establish process for committees to keep minutes and documentation of activities on file at Calvary and to ensure communication with Vestry.

Objective 5.2: Cultivate leadership opportunities among parishioners.

- Benchmark 5.2.1: Increase number of members actively involved in and taking responsibility for carrying out the ministries and programs of the church. Ensure volunteers are appropriately trained and supported.
- Benchmark 5.2.2: Assess the sentiments of the congregation regularly regarding Calvary's ministries and programs, via an annual survey or focus groups.

Objective 5.3: Invigorate and make Stewardship a year-round focus for how we carry out our mission. Increase commitment to Stewardship from Vestry and parishioners.

- Benchmark 5.3.1: Stewardship Committee to develop and publish an annual calendar of stewardship opportunities.
- Benchmark 5.3.2: Increase number of pledging units by 20% by 2019. Increase dollar amount of pledges by 20% by 2019.

Objective 5.4: To encourage regular, systematic communication about all aspects of parish life.

- Benchmark 5.4.1: Use the Sunday bulletin, Calvary Connection, Calvary website, Adult Forum, offertory announcement time and Social Media to share parish information.
- Benchmark 5.4.2: Issue Calvary Connection monthly or on a schedule agreed to by Vestry.
- Benchmark 5.4.3: Update/redesign website by January 2018. Engage a communications coordinator (contract or staff) to keep website up to date by January 2018.

Objective 5.5: To create a long range plan for restoration, preservation and renovation of the Calvary facilities.

- Benchmark 5.5.1: Create a 5-year plan for restoration and renovations; plan to be presented to Vestry by December 2017. Plan to include restoration needs, priorities, any proposals available, cost estimates and recommendations for funding.
- Benchmark 5.5.2: Create plan for replacement or restoration of Calvary's organ; plan to be presented to Vestry by December 2018.

**Goal 6: Pursue relationships with educational institutions and civic organizations that further mutual values, missions, and goals.**

Objective 6.1: To initiate new connections with the University of Louisville, Spalding University, Jefferson Community College, or other educational institutions.

- Benchmark 6.1.1: Identify specific contacts and explore possibilities for practical relationships. Appoint a Calvary member to serve on U of L Campus Ministry Episcopal – Lutheran Covenant Board of Directors
- Benchmark 6.1.2: Partner with local universities to offer programs, such as music or educational.
- Benchmark 6.1.3: Offer 3-4 events to local university students per year, beginning spring semester, 2018. Investigate offering monthly dinners to area college students.

Objective 6.2: To connect with Metro Government, local foundations and other organizations to identify common issues, concerns and opportunities.

- Benchmark 6.2.1: Identify forums, resources, events, and select organizations' staff members.
- Benchmark 6.2.2: Invite Metro Council members who represent Calvary's neighborhood to meet with Calvary, understand how Calvary can better serve emerging needs and participate in neighborhood growth.