Strategic Plan 2014 - 2019

Joyfully Christ-Centered
Spiritual Journey * Heritage * Compassion *
Gratitude and Generosity * Belonging
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The ideas, images and words that emerged from the earliest days of our strategic planning process are illustrative of the unique blessing that is St. Peter's church. They affirm who we are and who we want to be, but do not let us rest in complacency. Rather, they challenge us to strive to become ever more the body of Christ we are called to be: Daring. Joyful. Embarking on a journey of transformation.

During the calling process of 2007-2009, the people of St. Peter's discerned goals that have served us well over these past five years. At the beginning of 2012, we committed to discerning a new strategic plan, one that was worthy of both our previous goals and our growth.

We began with the Vision, Values and Mission statements, which invite our imaginations into this next leg of our journey, and act as touchstones for goals, objectives and strategic actions for the years ahead. Along the way, we asked hard questions about what might get in the way of becoming the church we are called to be—and what were we willing to do about it?

Because the Baptismal Covenant is our commissioning, by God, to be members of the Body of Christ, our goals derive from that covenant, as well as the biblical value of stewardship. The Great Commandment, for instance, calls us to love God and our neighbor. We have a beautiful campus that draws people to us, but finding our campus isn’t always easy, and our “approaches” are not as welcoming and inviting as we know they could be.

It’s been a while since we invested in our worship space, that holy sanctuary for our bodies and souls. And when it comes to love of neighbor… is there room for everyone who is hungry for God’s love, for the feast we’ve been blessed to share? At some services there is plenty of room, but at our most growing service, we are nearing capacity. Can we commit to making room for everyone? What might that look like?

The Great Commission calls us to invite all into the Body of Christ. We feel good about the outreach ministries of our parish, but our plan challenges us to think boldly about how our outreach ministries could grow. What if every ministry of the parish—every ministry—discerned ministries of evangelism unique to their particular call? How could all of our hearts be transformed when we are living more deeply into our mission, so that all may know Christ’s healing love?

2014 will be the 125th year we have worshiped together as Episcopalians in this part of San Diego county, and 2015 will be the 75th year we have worshipped in this space. Oh, what God has been able to do through the power of the Holy Spirit and our willing hearts in those years! We invite you to join us in the holy adventure that lies ahead. We invite you to trust in God’s Spirit to do more through St. Peter's than we can ask or imagine. Joy! To Eternity, and Beyond!

—Mtr. Paige Blair
Fall 2012: The St. Peter’s Vestry invited representatives from all ages, ministries, clergy and staff to form a committee to develop a Five-Year plan for the Parish. (See a list of all committee members at the end of the report). To kick things off, co-chairs Allan Dorsey and Claire Brooks presented a roadmap to guide the committee:

One of the first steps was a full-day workshop when committee members prayed about and discerned the Values and Vision for St. Peter’s. This work was done in small groups and we posted video links to some of our initial hopes, dreams and thoughts on the St. Peter’s website, represented here by the four collages reproduced below.
The Vision, Values and Mission statements reflected the first steps in our process. There were several stages of consultation with Parish and Vestry, followed by hours of discernment and discussion in workshops, and the statements were presented to the Vestry for approval in March. Simultaneously, committee sub-groups conducted an in-depth analysis of our community demographics and trends that included surveying our church membership (repetitive).

Winter: We Decided to SWOT the Small Stuff (and the Big Stuff)
Of the 400 people on our email list, 178 parishioners participated in our SWOT survey, exploring St. Peter’s Strengths, Weaknesses, Opportunities and Threats (as in, SWOT). The participants ranged in age from 13 to 70+, and about 25 percent(%) of the respondents have been at St. Peter’s more than 20 years. Another 25 percent(%) has been coming for 10 to 20 years; the remaining half have been calling St. Peter’s their church home for 2-10 years.

What did we learn?
While respondents indicated our parish has a welcoming atmosphere, some said we could still find new ways to reach out—and invite in—more of our community, including Del Mar and beyond. Overall findings were illustrated, quite literally, in this cartoon by our own Ben Willis:
Spring: We Started Setting Big Goals
We took the lead from the tenets of our own Baptismal Covenant—such as worship, reconciliation, and outreach—as the framework for setting six goals over the next five years, and we added stewardship. We presented these goals to the Vestry for approval at the annual staff and vestry retreat at the end of May:

St. Peter’s Goals

- **Worship and Spiritual Formation:** Our dynamic worship and spiritual formation will transform all to become more Christ-like in their life and faith.
- **Reconciliation:** As a community of reconciliation, we work for healing and wholeness in our relationship with God and all God’s creation.
- **Evangelism:** We share the Good News of Christ’s love through who we are and all that we do.
- **Outreach:** We use our time, talent, and treasure to maximize the impact of God’s grace to those in need locally, regionally, and globally.
- **Advocacy:** With the healing and transformative power of Jesus Christ, we courageously offer our voices and presence in community to confront the brokenness in the world.
- **Stewardship:** With gratitude and generosity, we live as faithful stewards of all God’s gifts, including resources, relationships, and creation.

Summer: We Laid Out Some Nuts-and-Bolts Objectives
This is where the rubber hit the road. Over the summer, committee members started articulating real objectives that would speak to each goal, whether that was making the church more visible and inviting in the community, or establishing a ministry for special-needs families. Here are the folks who led those work groups:

- **Worship and Spiritual Formation:** Geoff Carson
- **Reconciliation:** Bob Gavuzzi and Fran Friesen
- **Evangelism:** Martha King
- **Outreach:** Dan Donoghue
- **Advocacy:** Richard Carr and David Moseley
- **Stewardship:** Pat Carson

We Fine-Tuned Those Objectives
At the July 27 workshop, the committee agreed to keep the action plans at a strategic level, so the ministries involved would have guidance but not a straight-jacket, as they created their yearly operational plans. We tagged any objectives that would carry significant price tags. The strategic objectives were reviewed by Vestry in the Fall.

Fall: We Started Singing About Our Progress
Back in May, we launched our sung-and-chanted version of the vision statement (“St. Peter’s Dares to Be…”), and on September 8, the kids of St. Peter’s surprised us by singing it during the 9 a.m. service. The Committee met again on October 19, and then a smaller group refined the objectives and action plans even further. Tactical, more operational actions were put in a separate document to be submitted to the ministries, titled “Places to Begin” at the end of this document. During Advent, the committee met one more time to celebrate the year’s work and review the Goals, Objectives and Strategic Actions that form the essence of the strategic plan. The final written plan was presented for Vestry approval in February 2014. A celebratory event is in the making for presenting the final plan to the parish in the Spring.
Our Vision

St. Peter’s dares to be an open embracing community; discovering, celebrating, and sharing the Love of Christ.

Our Values

Joyfully Christ-Centered…
We value growth on our spiritual journey as members of the Body of Christ
We value our Anglican heritage as an authentic, evolving tradition.
We value loving, compassionate service.
We value gratitude and generosity as stewards of all God’s gifts.
We value everyone and welcome all to find a place to belong in the worship, fellowship and ministry of this parish.

Our Mission

St. Peter’s invites you to a spiritual journey; to love God and your neighbors near and far; to worship, pray and serve joyfully in community; to strive to become more Christ-like in living out the promises of our baptism …that all may know Christ’s healing love.
# Goals, Objectives & Strategic Actions

## Worship and Spiritual Formation

**Goal Statement** – Our dynamic worship and spiritual formation will transform all to become more Christ-like in their life and faith.

### Objective NO. 1 (Worship)
Recognizing that 80% of seating capacity is effectively ‘full,’ achieve and maintain an ASA in each service that does not exceed 80% of capacity, thus ensuring room for growth.

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<tr>
<th>VESTRY LIAISON</th>
<th>Worship Liaison</th>
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<tr>
<td>STAFF LEADER(S)</td>
<td>Rector, Priest Associate, Music Director, CY&amp;FF Minister and other support staff</td>
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<tr>
<td>MINISTRIES INVOLVED</td>
<td>Worship ministries, Children, Youth &amp; Families Ministry, and Communications</td>
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<tr>
<td>1. Increase attendance at the traditional 11am service, including ten families with children.</td>
<td>June 2017</td>
<td>Clergy/Staff, Acolyte/EM Ministry, CY&amp;F Ministry</td>
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### Objective NO. 2 (Worship)
Invest our time, talent, and treasure to enhance our worship experience such that over 80% of parishioners identify ‘worship’ as one of our top three strengths.

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<td>STAFF LEADER(S)</td>
<td>Rector, Music Director, Facilities and Ops</td>
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<tr>
<td>MINISTRIES INVOLVED</td>
<td>Worship ministries, Property</td>
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<tr>
<td>1. Refurbish worship life, e.g. pews, vestments, music, organ, and acoustics.</td>
<td>September 2016</td>
<td>Property, Altar Guild, Music</td>
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<tr>
<td>2. Increase number of lay ministers in worship ministries.</td>
<td>June 2017</td>
<td>Acolyte/EM Ministry, CY&amp;F Ministry, Clergy</td>
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### Objective NO. 3 (Spiritual Formation)
Increase attendance (from both St. Peter’s and the local community) at Sunday forums by 33% and increase attendance at Wednesday seasonal forums by 100% over 2013 attendance.

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<tr>
<th>VESTRY LIAISON</th>
<th>Spiritual Formation Liaison</th>
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<tr>
<td>STAFF LEADER(S)</td>
<td>Rector and Priest Associate</td>
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<tr>
<td>MINISTRIES INVOLVED</td>
<td>Adult Formation, Communications/PR</td>
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<tr>
<td>1. Evaluate internally and externally our adult formation offerings.</td>
<td></td>
<td>Clergy, Staff, Adult Formation, CY&amp;F staff and committees, Communications/PR</td>
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<tr>
<td>2. Effectively market and promote our adult formation offerings.</td>
<td></td>
<td>Clergy, Staff, Adult Formation, Communications/PR</td>
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RECONCILIATION

Goal Statement – As a community of reconciliation, we work for healing and wholeness in our relationship with God and all God’s creation.

OBJECTIVE NO. 1
Strengthen interfaith and ecumenical understanding by engaging the St. Peter’s community with other faith communities, increasing the number of faith communities we ‘know’ by 100%.

VESTRY LIAISON
Senior Warden

STAFF LEADER(S)
Rector and others as appropriate

MINISTRIES INVOLVED
Vestry, Ministry leaders as appropriate

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<tr>
<td>1. Discern the best way for us to engage the SDMIA (San Diego Ministerial Interfaith Association.)</td>
<td>September 2014</td>
<td>Rector and Vestry</td>
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<tr>
<td>2. Continue to discern how to engage our relationship with other faith communities, e.g. Empty Bowls, Blue Christmas.</td>
<td>September 2014 and ongoing</td>
<td>Rector, Outreach, others as appropriate</td>
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OBJECTIVE NO. 2
Make St. Peter’s known in the community as a church that fully welcomes the underserved and disaffected. (e.g. LGBT, Special Needs families and individuals, other minorities—racial, socioeconomic, etc.)

VESTRY LIAISON
Senior Warden

STAFF LEADER(S)
Rector, Clergy, and Vestry

MINISTRIES INVOLVED
All ministries

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<tr>
<td>1. Foster discussions and awareness to challenge our parish community to become a place where diversity is truly embraced.</td>
<td></td>
<td>Rector, Clergy, and Vestry</td>
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<tr>
<td>2. Discern ways of evaluating our success and our reputation in the community.</td>
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OBJECTIVE NO. 3
Foster a healthy communal life at St. Peter’s where conflict is embraced as an opportunity for growth such that we are recognized in the EDSD as a resource for other parishes.

VESTRY LIAISON
Senior and Junior Wardens

STAFF LEADER(S)
Rector

MINISTRIES INVOLVED
Vestry and Ministry leaders as appropriate

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<tr>
<td>1. Identify recurring, unhealthy scenarios in our communal life.</td>
<td>Ongoing</td>
<td>Rector, wardens, parishioner resources</td>
</tr>
<tr>
<td>2. Develop and implement a plan to acknowledge, identify, and heal behaviors that hurt or divide our communal life.</td>
<td>Ongoing</td>
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EVANGELISM

Goal Statement – We share the good news of Christ’s love through who we are and all that we do.

OBJECTIVE
Each ministry will add at least one new or reimagined way, per year, to leverage their ministry to spread the good news of Christ’s love.

VESTRY LIAISON All liaisons
STAFF LEADER(S) Rector
MINISTRIES INVOLVED All ministries

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<tr>
<td>1. Gather ministry leads to brainstorm ideas and discern opportunities that can be taken back to individual ministries to use as a springboard for their planning.</td>
<td>Spring 2014</td>
<td>Rector, Vestry Liaisons, and Ministry Leads</td>
</tr>
<tr>
<td>2. Be intentional and creative about marketing within each ministry to take full advantage of the programs on offer and to reach new and different populations.</td>
<td></td>
<td>Ministry Leads, Rector, and Communications</td>
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OUTREACH

Goal Statement – We use our time, talent, and treasure to maximize the impact of God’s grace to those in need locally, regionally, and globally.

OBJECTIVE NO. 1
Increase the number of parishioners giving time, skills, and resources for Outreach by 50% (10% annually) in comparison to those participating in Outreach in September 2013.

VESTRY LIAISON Outreach Liaison
STAFF LEADER(S) Rector
MINISTRIES INVOLVED Outreach, Children, Youth & Families, Seniors

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<tr>
<td>1. Establish baseline of parishioners involved in Outreach prior to 2015 program plan.</td>
<td>September 2014</td>
<td>Outreach Committee</td>
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<tr>
<td>2. Implement broader diversity of demographic-specific outreach opportunities in program plan 2015.</td>
<td>September 2014</td>
<td>Outreach Committee</td>
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OBJECTIVE NO. 2
Increase the number of ministry contact hours provided by our outreach programs by 50% (10% annually) as compared to year 2013.

VESTRY LIAISON Outreach Liaisons
STAFF LEADER(S) Rector
MINISTRIES INVOLVED Outreach Ministry

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<tbody>
<tr>
<td>1. Assess opportunities for expansion of ministry contact hours on a local, regional, and global basis for each program year 2015 through 2019.</td>
<td>June 2014</td>
<td>Outreach Committee</td>
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</table>
ADVOCACY

Goal Statement – With the healing and transformative power of Jesus Christ, we courageously offer our voices and presence in community to confront the brokenness in the world.

OBJECTIVE
To empower and equip the parish so that all members of St. Peter’s have the opportunity to be advocates, individually and as a community, for peace and justice.

VESTRY LIAISON Outreach Liaison
STAFF LEADER(S) Rector
MINISTRIES INVOLVED Outreach and new Advocacy sub-committee

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<tr>
<td>1. Establish an Advocacy ministry within Outreach to discern the long-term direction of the ministry in our mission and ministries.</td>
<td>March 2014</td>
<td>Rector, Outreach</td>
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<tr>
<td>2. Encourage individuals, through advocacy education and conversations, to advocate for issues important to their own personal values and beliefs.</td>
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STEWARDSHIP

Goal Statement – With gratitude and generosity, we live as faithful stewards of all God’s gifts, including resources, relationships, and creation.

OBJECTIVE NO. 1
Ensure that St. Peter’s buildings and grounds will be welcoming, inviting, and accessible, so as to support the goals and objectives of our missions and ministries, and also communicate Christ’s love to our visitors, the larger Del Mar community, and our own parishioners.

VESTRY LIAISONS Property Liaison, Thrift Shop Liaison, and Finance & Endowment Liaison
STAFF LEADER(S) Rector, Facilities and Operations
MINISTRIES INVOLVED Property, Campus Planning Committee, Parish Relations (Hospitality, Fellowship, and Newcomers)

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<tr>
<td>1. Establish an overarching Campus Planning Committee (CPC) to investigate options make recommendations, and oversee development projects on campus, including: 14th Street, 15th Street and Maiden Lane, Luneta Drive (columbarium), parking, and joint use of mission spaces. Options/information developed by the CPC will address issues of signage, space use, address, access/approach, etc. Findings of the CPC will be provided to a campaign consultant to conduct a feasibility study, should a capital campaign be imagined.</td>
<td>February 2014</td>
<td>Rector, wardens, Vestry</td>
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<tr>
<td>2. Thrift Shop: Ensure accessible, welcoming, efficient use of Thrift Shop space Work with the CPC on joint use of ministry spaces.</td>
<td>Fall 2014</td>
<td>Thrift Shop Manager, Rector, Thrift Shop Advisory Committee, CPC</td>
</tr>
<tr>
<td>3. Form a Capital Campaign Committee to address capital needs arising from this Strategic Plan.</td>
<td>June 2015</td>
<td>Rector, wardens, and Vestry</td>
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OBJECTIVE NO. 2
Transform St. Peter’s stewardship mindset from one that is dues-based to one that stems from proportional giving, so that 50% of parishioners are giving proportionally of their time, talent, and treasure, and further deepening their spiritual lives.

VESTRY LIAISONS Stewardship Liaison, Thrift Shop Liaison, Finance & Endowment Liaison
STAFF LEADER(S) Rector, Treasurer, Thrift Shop Manager
MINISTRIES INVOLVED All

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<tr>
<td>1. Educate our parish community about the broader concept of proportional giving, not only in terms of our treasure, but also of our time and talent.</td>
<td>November 2014, and annually thereafter</td>
<td>Rector, Vestry, Stewardship Team</td>
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| 2. Ensure that the budgeting process takes into account the priorities outlined in this Strategic Plan, including:  
  - Recognizing and appreciating donations of time, talent, and treasure by working with members of each ministry to develop programs to recognize and thank donors and volunteers.  
  - Increasing pledged offerings, gifts of record, and gifts to designated funds.  
  - Increasing Thrift Shop revenues/decreasing expenses.  
  - Increasing the number of Legacy Society members. | November 2014, ongoing annually | Rector, Vestry, Treasurer, Finance Committee |

OBJECTIVE NO. 3
Faithfully steward the natural resources given to us by God introducing one new ‘Greening the Campus’ initiative per year.

VESTRY LIAISON Property Liaison
STAFF LEADER(S) Rector and other staff members as initiatives emerge
MINISTRIES INVOLVED Vestry and other ministries as initiatives emerge

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<tr>
<td>1. Form an Environmental Stewardship Team (EST) to discern each annual initiative, and to work with the relevant ministries to engage the initiatives.</td>
<td>June 2014, and ongoing</td>
<td>Rector, wardens, and Vestry</td>
</tr>
<tr>
<td>2. Charge the CPC to take into account environmental stewardship as they develop their plans and any capital projects.</td>
<td>February 2014</td>
<td>Vestry, then CPC</td>
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Key Roles

While the Parish as a whole shares ownership of the Strategic Plan, the Vestry and Rector will be responsible for its implementation. Parishioners must own change, and they are responsible for input throughout the process, but the Vestry and Rector own the responsibility of assuring that the plan is put into action. Key to this success will be the role of Vestry Liaisons.

In the past, Liaisons have been the conduit through which the ministries communicated with the vestry, but that role has been adapted for this plan, so rather than acting as a passive reporter, they will take an active role in guiding the progress of the ministries with which they work most closely.

Liaisons will maintain close communication with the ministry lead to whom they liaise, offering support and counsel as appropriate. Liaisons will attend regular ministry meetings and, as much as possible, participate in the activities and life of the group. As representatives of the vestry, Liaisons will be responsible for seeing that the ministry lives into the objectives set out in the Strategic Plan. They will provide leadership and guidance, and will help keep the ministry on task and on time with regard to the objectives. However they will also allow the ministry to discern the best way to go about this—for instance, by allowing them to craft personalized action plans to achieve the objectives. Each month, Liaisons will report to the vestry on progress, success, and pitfalls, and will collect ministry hours for the annual tally.

Ministry Leads will have the charge of guiding their ministries through the process of crafting action plans aligned with the strategic actions, and boldly setting about achieving them. Each of us as parishioners of St. Peter’s will have the opportunity to actively participate in seeing this Strategic Plan succeed—through the myriad of ministries to which we give our time and talent, by taking hold of the many opportunities we are presented with (say, to invite a newcomer to a Wednesday evening program, or a friend to church), and by the tiny decisions we make each day to live more fully into the lives we are called to live by Christ.

Strategic Committees

The Strategic Plan calls for the establishment of several important committees: the Campus Planning Committee, the Environmental Stewardship Team, and later a Capital Campaign Committee. These committees will be charged by, and report directly to the Vestry, but they will work closely with related ministries and staff members to achieve their objectives.

While the Environmental Stewardship Team will be built this summer, the newly formed Campus Planning Committee, or CPC, has already received their charge and has begun their meetings. The CPC will forward their findings to a Feasibility Consultant, after which a Capital Campaign Committee will be convened.

Oversight, Review and Adaptation

The Junior Warden will oversee the Strategic Planning process for the Vestry, working closely with Liaisons and making sure the Vestry reviews progress throughout the five-year plan.
Annually at the summer vestry retreat, the outgoing Junior Warden will lead the Vestry in a review of the Strategic Plan. Progress will be scrutinized and new goals will be set for the coming year. Then, on a quarterly basis, the Vestry will review goals and action plans during its regular monthly meeting. Monthly progress reports will be shared as needed for important individual projects, or objectives that may need closer oversight.

The Strategic Planning Committee understands this plan to be an organic one. We believe that we should leave room for the Holy Spirit to work. While the Vision, Mission, and Goals may not alter, the Objectives and Strategic Actions might be adapted and changed during the course of this undertaking, as the working committees and individual ministries so discern.

**Budget**

Budgeting for the Strategic Plan will be integrated into the annual budgeting process that begins each October. The committee does not foresee that the implementation will change the way we plan financially, but rather dovetail nicely with it. Last fall, the committee submitted those costs projected for 2014, that are likely to be minor the first half-year of the plan, and will be related to conducting a feasibility study as organized by the Campus Planning Committee.

While many of the Objectives can be achieved with very little financial outlay—rather, they are meaningful changes in the way we make decisions or how we act—there are a few that will involve a larger investment, particularly those involving the re-imagining of the campus space. As with all financial decisions, the Vestry will approve any Strategic Plan expenditures and will review the costs related to these larger investments at key points along the way.
The implementation process in the Strategic Plan describes how the Vestry Liaisons will work with Ministry Leads to develop and execute action plans designed to contribute to the strategic goals and objectives. To that end, the Strategic Planning Committee developed the following ideas related to the goals and objectives. These ideas need to be scrutinized by the Ministry Leads and their volunteers, and are not meant to usurp the responsibility of the Vestry Liaisons and Ministries in determining the course of action that they feel called to pursue. These suggestions are offered as a starting point, and represent the collective thinking of the Strategic Planning Committee.

The ideas have been organized under the strategic goal and objectives to which they might logically pertain. That said, many of the ideas may contribute to more than one objective or goal, irrespective of their placement in the document. We hope that all St. Peter’s ministries may find these suggestions useful.

**WORSHIP AND SPIRITUAL FORMATION GOAL:**
Our dynamic worship and spiritual formation will transform all to become more Christ-like in their life and faith.

**Objective #1: Recognizing that 80% of seating capacity is effectively “full”, achieve and maintain an ASA in each service that does not exceed 80% of capacity, thus ensuring room for growth.”**

1. Increase attendance at the 11am service, including ten families with children.
2. Actively invite prospective attendees.
3. Continue development of acolyte program for the 11am service.
4. Look for ways to welcoming families with young children in the traditional 11am service by exploring children’s church, etc.

**Objective #2: Invest our time, talent, and treasure to enhance our worship experience such that over 80% of parishioners identify “worship” as one of our top 3 strengths.**

1. Refurbish worship life, e.g. pews, vestments, music, organ and acoustics at our worship services.
2. Increase number of lay ministers in worship ministries.
3. Create and present a forum series on each ministry’s activities.
4. Add Chalice Bearers to the services were there is currently only one serving.
5. Actively recruit confirmed youth into worship ministries.

**Objective # 3: Increase attendance (from both St. Peter’s and the local community) at Sunday Forums by 33% and increase attendance at Weds seasonal forums, Wednesday evening forums, and Weds morning forums by 100% over 2013 attendance.**

1. Continue to offer outstanding forums and education opportunities.
2. Increase outside participation in non-Sunday formation activities.
3. Create 50 short videos by parishioners on how worship and formation has changed their life.
4. Increase marketing efforts around forums.
5. Involve parishioners in program development.
7. Increase child care availability.
9. Supplement “live” offerings with online offerings for greater access, i.e. “ChurchNext”.

**Places to Begin**
RECONCILIATION GOAL:
As a community of reconciliation, we work for healing and wholeness in our relationship with God and all God’s creation.

Objective #1: Strengthen interfaith and ecumenical understanding by engaging the St. Peter’s community with other faith communities, increasing the number of faith communities we “know” by 100%.

1. Have at least 2 volunteers attend San Dieguito Interfaith Ministries Association meetings.
2. Publicize Blue Christmas Service; purchase a banner.
3. Participate with Solana Beach Lutheran Church – Empty Bowl Project.

Objective # 2: Make St. Peter’s known in the community as a church that fully welcomes the underserved and disaffected. (e.g., LGBT, Special Needs Families and Individuals, other minorities—racial, socioeconomic, etc.)

1. Foster discussion and awareness through workshops or forums, using the Study of the Holiness in Relationships Task Force report...challenge our parish community to live lives of holiness.
2. Clergy and vestry, with input from parish, discern consensus for same-sex weddings.
3. Begin to investigate, research, and explore the best practices for a special needs program.
4. Implement the program into our worship, fellowship and school environment.

Objective # 3: Foster a healthy communal life at St. Peter’s where conflict is embraced as an opportunity for growth such that we are recognized in the EDSD as a resource for other parishes.

1. Identify recurring, unhealthy scenarios in our communal life, and share those issues at the diocesan level.
2. Develop and implement a plan to acknowledge, identify, and heal behaviors that hurt or divide our communal life.
3. Seek training programs that address these problems (as they become available) at Diocesan level.
EVANGELISM GOAL:
We share the good news of Christ’s love through who we are and all that we do.

Objective: Each ministry will add at least one new or re-imagined way, per year, to leverage their ministry to spread the good news of Christ’s love.

1. Organize rides to church services and events.
2. Better use of our nursery facility for daytime play groups.
3. Active contact with baptismal families and seasonal offerings for parents of young children.
4. On-line school “Church Next”.
5. Play and Pray Bible Study for young parents.
6. Provide or contract with a professional company for transportation to worship services --- or organize /encourage neighborhood ride sharing.
7. Regularly and overtly celebrate our Evangelism process and progress in reaching our Evangelism goals.
8. Reach out from one ministry to another to build community across the parish (age levels, service attendees, common interests or goals).
9. Gather ministry leads (Leaders’ Prayer Breakfast?) to brainstorm ideas that can be taken back to individual ministries.
10. Ministries to discern opportunities and carry out plans.
11. Be intentional and creative about marketing within each ministry to take full advantage of the programs on offer and to reach new and different populations.

12. Greater presence on high school /middle school campuses via clubs, fairs, athletics, events.
13. Develop church programs as opportunities for community service requirements for students.
14. Use our kitchen to bake or prepare gifts of food for newcomers, neighbors, seniors.
15. Have a small VBS at different times of the year—fall or winter break.
16. Explore a Special Needs ministry program (Capernaum).
17. Create a non-profit nursery on campus.
18. Use sanctuary more to share the beauty of our worship space, i.e. docents, open house, meditation.
19. Build relationships with other community groups or churches for service projects, i.e. Empty Bowls, Youth trip.
20. Beach, etc. Worship Service.
22. “Bring a friend to church” days/services/programs.
23. Highlight a ministry of the week in the Spirit and Times.
24. Utilize a professional (volunteer?) marketing specialist to assist all ministries
25. Use Spirit and Times as a hand-out or mailing at retirement homes, local businesses, coffee shops.
26. Overtly target and invite community use of church facilities (recitals, memorial services, concerts, tutoring, club meetings).
27. Encourage cultural events to be held in our parish hall.
28. Co-sponsor projects with other churches, i.e. Empty Bowls w/ Calvary Lutheran
OUTREACH GOAL:
We use our time, talent and treasure to maximize the impact of God’s grace to those in need locally, regionally and globally.

Objective #1: Increase the number of parishioners giving time, skills, and resources for Outreach by 50% (10% annually) in comparison to those participating in Outreach in September, 2013.

Objective #2: Increase the number of ministry contact hours provided by our outreach programs by 50%, 10% annually, as compared to year 2013.

1. (Individual Outreach Ministries to develop ideas and action plans to contribute to the above objectives, aligned with the strategic actions.)

ADVOCACY GOAL:
With the healing and transformative power of Jesus Christ, we courageously offer our voices and presence in community to confront the brokenness in the world.

Objective: To empower and equip the parish so all members of St. Peter’s have the opportunity to be advocates, individually and as a community, for peace and justice.

1. Establish an Advocacy ministry within Outreach and identify a ministry lead.
2. Nascent Advocacy ministry to undertake a discernment process to assist in the long-term direction of the ministry at St. Peter’s.
3. Promote advocacy education to encourage individuals (and other parish ministries) to advocate for issues important to their own personal ministry.
4. Create space for advocacy in our mission and ministries.
5. Form a St. Peter’s Homeless Commission.
6. Form and Spearhead a task force in North County that would include 6-10 parishes (and possibly some other denominations) who could share resources and capabilities to better serve the homeless population.
7. Publicize and coordinate broad service offerings (showers, medical, feeding, psycho-social support services, housing, employment) among the participating parishes.
8. Advocate with local public and private stakeholders for homeless population.
9. Create Taskforce of 6-10 Parishes in North County to identify seniors’ needs - meet with CRC, ECS, and Interfaith Network, and other public and private agencies, to ascertain needs and gaps.
10. Taskforce enlarges PACT service catchment area to North County aged. Work with staff of PACT program which currently services the East and South areas of San Diego County.
STEWARDSHIP GOALS:
With gratitude and generosity, we live as faithful stewards of all God’s gifts, including resources, relationships, and creation.

Objective #1: Ensure that St. Peter’s buildings and grounds will be welcoming, inviting, and accessible, so as to support the goals and objectives of our missions and ministries, and also communicate Christ’s love to our visitors, the larger Del Mar community, and our own parishioners.

1. In concert with the Rector, Vestry to establish an overarching Campus Planning Committee (CPC) to oversee development projects on campus. CPC will involve appropriate ministry heads and establish appropriate groups to investigate options and make recommendations for various areas of campus, including: 14th Street, 15th Street and Maiden Lane, Luneta Drive (Columbarium?), Parish Lane, Parish Hall, the Sanctuary, the Rectory, parking, and joint use of mission spaces.
   a. Options/information developed by these groups will address issues of signage, space use, address, access/approach, etc.
   b. Findings of these groups would be provided to a campaign consultant to conduct a feasibility study, should a capital campaign be imagined.
   c. From Evangelism…ensure that our new campus redesign communicates Christ’s love to our visitors, the larger Del Mar community, and our own parishioners.

2. Thrift Shop:
   a. Ensure accessible, welcoming, efficient use of Thrift Shop space.
   b. Work with CPC on joint use of ministry spaces.

Objective #2: Transform our stewardship life from a dues-based to a proportional giving inclination, such that 50% of parishioners are giving proportionally of their time, talent and treasure, deepening our spiritual lives.

1. Increase pledged offerings, gifts of record, and gifts to designated funds.
2. Increase Thrift Shop revenues/decrease expenses.
3. Increase number of Legacy Society members.
4. Recognize and appreciate donations of time, talent, and treasure by working with members of each ministry to develop programs to recognize and thank donors and volunteers.

Objective #3: Faithfully steward the natural resources given to us by God by introducing one new “Greening the Campus” initiative per year.

1. Conduct workshops and forums to educate the parish and community on how to live a “greener” existence
2. Implement the action items (resulting from the workshops).
3. Greenhouse Gas Emissions Inventory:
4. Evaluate and quantify the direct and indirect sources of greenhouse gas emission.
5. Greenhouse Gas Reduction Proposals: Propose at least three alternatives for reducing emissions of greenhouse gases from church activities (eg: solar, turn off power strips, retrofit of heaters, efficient air conditioners).
**Strategic Planning Committee**

Claire Brooks (Co-chair)
Richard Carr
Pat Carson
Dan Donoghue
Allan Dorsey (Co-chair)
Fran Friesen
Bob Gavuzzi
Jamie Harney
Katrina Hunt
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Anne Iverson-Peltier
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Pat McCardle
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Geoff Carson
Dave Clemons
Fr. Joe Dirbas
Leeann Gooding
Chris Miller
Molly Stone
Tim Trussell-Smith
Ruben Valenzuela

**St. Peter’s Vestry**

Anne Iverson, Sr. Warden
Pat Carson, Jr. Warden
Vicki Harney, Clerk
Brian Laidlaw
Steve Montgomery
Allan Dorsey
Susie Hayes
Karolen Linderman
Lizz Whall-Hartt
Jeff Riggs
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