

2020 – 2022 | STRATEGIC PLAN

YEAR TWO REPORT (2021)

Mission Statement

We exist to reach, nourish, and serve the community so all may experience healing and new life through Jesus Christ.

St. Thomas adopted its new mission statement at the Charge Conference held in November 2019 and then has continued to integrate all aspects of our ministry with it throughout 2020 and 2021.

Core Values Statement

At St. Thomas we hold these values and believe they are fundamental to how we live out our mission together. We are...

1. **Biblically Grounded:** We are rooted in scripture.
2. **Relational:** Our connection with God and one another guides everything. We pursue loving relationships with one another. We believe life change happens in community. We need each other to grow and become more like Christ.
3. **Mission-Minded:** We care deeply about one another and our community.
4. **Faithful:** We are committed to living Christ's example.
5. **Joyful:** We live above our circumstances, as we trust in the strength of the Lord.

Over the past two years, staff and laity have continued to lift up and celebrate our core values in conjunction with the new mission statement as they led ministry together. Most notably, in 2021 our mission and our core values were foundational with our annual fall Leadership Summit. In 2021, the groundwork was laid to begin four work streams around improving hospitality with the following four groups: 1) young adults, 2) those experiencing economic hardship, 3) LGBTQ+ individuals and / or those with LGBTQ+ family members, and 4) non-native and / or those for whom English is a second language. These work streams will begin in January and continue throughout 2022.

Strategic Priority: Worship

We will enhance our Worship Experience to reach our community for Christ more effectively.

Original 2022 Goal: Average worship attendance is 400.

Original 2020 Benchmark: Average worship attendance grows by 15 people from 335 to 350.

2020 Benchmark: Due to the global pandemic, the average worship benchmark must be re-established based on attendance when in person worship resumes. Average weekly worship attendance at the end of 2019 was 335 people. By the end of 2020, average weekly worship attendance was 227 people, which pulled metrics from the first few months of “pre-pandemic” in-person worship plus metrics from our livestreamed worship since March. Even though we are 100 fewer in worship in our new reality, we are proud that worship continued uninterrupted despite the many challenges of pivoting from in-person to livestreamed worship.

COMPLETED IN 2020:

- Action Step 1: Identify and purchase the best replacement for the existing projectors and screens in the Sanctuary; purchase new technology, and install it.
- Action Step 3: Develop a plan and timelines for live streaming our worship services.

REVISED 2022 Goal: Average worship attendance is 15% higher than the post COVID impact benchmark.
(We will need to reevaluate this goal once we are post COVID)

Original 2021 Benchmark: Average worship attendance grows by 20 people from 350 to 370.

REVISED 2021 Benchmark: Average worship attendance will grow by 5%.

Due to the Pandemic Worship numbers fluctuated greatly. At the end of 2021, our combined rolling average Worship attendance for the year (in person and online) was 236. This reflects 3% growth.

COMPLETED IN 2021:

- Action Step 4: Recruit additional ~~ushers, greeters, and welcome desk hosts~~ Welcome Team volunteers to reflect the diversity of our community more intentionally. We recruited new volunteers in May 2021 in preparation for our return to in person weekly worship services. This continued thru the end of the year and will continue on an ongoing basis.
- Action Step 5: Offer ~~usher, greeter, and welcome desk host~~ Welcome Team training. Welcome Team volunteers were recruited and trained in May/June 2021 and are serving during the in-person Worship services. Training is ongoing as additional volunteers are added to the team.
- Action Step 7: Execute 2 or 3 invitational communication tools (~~mailings~~, social media, friend card, etc.) to our community at key times during the year (Fall Kick Off, Christmas, and Easter), and then equip our members to use these invitational tools to invite others, and plan the sermon series accordingly. In 2021, we invested in two paid, online “advertisements” specifically for our “Welcome Back Weekend” in the Fall and our “Breakfast with Santa” in December. Both sermon series were coordinated to be

appealing to guests during these times. We intend to continue and expand this Action Step to promote growth.

- Action Step 8: Design & Create New Tech Booth – Now that we are livestreaming worship every week, a permanent home for our volunteers and multi-media equipment is crucial. (New Action Item in 2021)

We created an exploratory team, and based on their recommendations to Trustees, we moved the tech booth to the third floor. It is now set up and functioning well to support worship.

Original 2022 Benchmark: Average worship attendance grows by 30 people from 370 to 400.

REVISED 2022 Benchmark: Average Worship attendance will grow by ~~10%~~ 6% (i.e. rolling average Worship attendance will be 241 by the end of the year).

PARTIALLY COMPLETED STEPS TO CONTINUE IN 2022:

- Action Step 2: **(Partially Complete)** Identify and purchase the best worship software platform and computer for the slide station to ensure a seamless transition between videos, slides, and music **(Complete)** and to enable a streamlined process for recording and sharing the sermon on our website.

CARRY OVER TO 2022:

- Action Step 9: Address front of house storage / sacristy / choir room – With livestreaming worship in place, every small detail is noticeable on camera. As a result, storage for music and technical equipment when not being used and for the worship design team/altar guild has become paramount. (New Action Item 2021)

NEW ACTION STEPS FOR 2022:

- Action Step 10: Improve and address existing lighting for the Sanctuary.
- Action Step 11: Build and re-locate the lower-level sound booth to the rear wall to improve sight-lines of the volunteers and add some storage. Execute plans that have already been drawn. Eliminate former tech desk from the Sanctuary.

Action Step No Longer Necessary:

- Action Step 6: Work with existing music ministry leaders to ensure a small ensemble (perhaps choir members and/or interns) is in place to help lead the 8:15 AM service; and the full Chancel Choir helps lead the 11:00 AM service from start to finish to support the larger of the two traditional services and when first-time guests are more likely to visit. This benchmark is no longer necessary because we moved to one traditional service.

2022 Goal: There is a comprehensive and growing choir program for children and youth.

CARRY OVER TO 2022:

2022 ~~2020~~ Benchmark: A new, part-time children's music director has been hired. The hiring will be re-evaluated in the fall of 2022 when we expect job candidates will be more readily

available as a result of the pandemic. In the meantime, Dom Izzo (our current music director) has stepped in to lead the children's choir on an interim basis.

- Action Step 1: Develop a job description for this position. (Completed)
- Action Step 2: Create a time-line for hiring the children's music director. (Completed)

Primary Leadership Responsibility Assigned To: Worship Committee, IT Committee, Senior Pastor, and Music Director, Front Porch Ministry Team

Strategic Priority: Christian Formation

We will create and implement a comprehensive plan for Christian Formation that nourishes people of all ages and stages in their faith development.

2022 Goal: Grow children's ministry to 50 children participating weekly in some aspect of the children's ministry.

On Sunday morning, the Children's Ministry currently has 21 children engaged in Sunday School between the in-person and virtual programs and 7 regular students who attend Children's Church during the 11 AM service. For our mid-week programs, the Children's Choir has had up to 7 participants and our "Kids Care 2" tween program has 6 regular attendees. Nursery also has 6 children registered and is offered on Sunday mornings and mid-week. The total combined attendance of all programs is 47 children, which is very close to the 2022 goal. However, counting the unique number of children who participate in more than one program, there are a total of 33 children engaged, which is approximately 66% towards the goal for 2022.

2020/2021 Benchmark: Determine the current active/engaged children and integrate with the church's database.

COMPLETED IN 2020:

- Action Step 2: We have cross-referenced all information from the current children's ministry audit, including online attendance system, with the church's database.

COMPLETED IN 2021:

- Action Step 1: Identify all children who are currently participating in worship with their family, Nursery, Sunday School, Kids Care 2, Tuesday Night Dinner, Summer Camps, Choirs, etc. Given that worship is exclusively online, this is a very challenging action step to complete.

2020/2021 Benchmark: Establish an attendance tracking process and determine the current average attendance in children's programs.

COMPLETED IN 2020:

- Action Step 1: We are currently capturing all key information during the registration process at Sunday school and other key ministries. Key leaders share this information with the front office staff who then input it into the church's database.

NEW 2022 Benchmark: Offer all key programs without interruption (i.e. Sunday School, Children's Church, Kids Care 2)

- Action Step 1: Keeping safety of our children in mind, pivot as needed to virtual, hybrid, or in-person options so that disruptions are minimal.
- Action Step 2: Collaborate with the Children's Council at monthly meetings to ensure each program is supported.
- Action Step 3: Recruit additional leaders as needed for each program who can lead in each format (virtually, hybrid, or in-person); train and equip them.

NEW 2022 Benchmark: Fully implement the Children's Discipleship Plan, with an emphasis on key milestones.

- Action Step 1: Continue to celebrate existing key milestone events in worship with children and their families (new births, baptisms, birthdays and third grade bibles)
- Action Step 2: Develop and implement a new milestone event for preschoolers and their families (devotional kit).
- Action Step 3: Enhance plans for blessing of the backpacks at the start of the school year to include a focus on and celebration of rising kindergarteners.
- Action Step 4: Plan a first grade in-house field trip within the church and invite the children to become acolytes in 2nd grade at the 11:00 am service.
- Action Step 5: Develop and plan a special event with the current Tweens (who will also help lead it) for any second graders. The goal is to help expose and energize "rising 3rd graders" to Kids Care 2.
- Action Step 6: Work with Pastors and Church leadership to invite 5th graders to serve with their families according to their gifting. (May be moved to 2023 due to remaining Covid concerns among families and a particularly small 5th grade pool)

NEW 2022 Benchmark: Increase Children's Ministry's Social Media Presence

- Action Step 1: Post to Kings Kids Facebook page once a week.
- Action Step 2: Work with the Communications Team and Staff to establish Kings Kids Pinterest, Twitter and Instagram accounts.
- Action Step 3: Invite Tweens to submit posts for approval and posting in accordance with our Social Media Policy.

2022 Goal: Grow youth ministry to 50 youth participating weekly in some aspect of youth ministry.

Currently, 16 – 18 youth (34% of the goal #) are currently participating in some aspect of youth ministry (Pack, JNS, Food Pantry/Clothing Closet, or other special events)

2020/2021 Benchmark: Determine the current active/engaged youth and integrate with the church's database.

COMPLETED IN 2020/2021:

- Action Step 1: We have identified all youth currently participating in worship with their family, Sunday School, the Pack, Tuesday Night Dinner, JNS, Food Pantry, VBS/Easter volunteers, etc.
- Action Step 2: Rev. Arum Kim has cross-referenced all information from the current youth ministry audit, including online attendance system, with the church's database. This will continue.

2020/2021 Benchmark: Establish an attendance tracking process and determine the current average attendance in youth programs.

COMPLETED IN 2021:

- Action Step 1: Capture key information during the registration process at Sunday school and other key ministries and share with the front office staff to input it in the church's database.

NEW 2022 Benchmark: Fully implement the Youth Discipleship Plan.

- Action Step1: Create and execute a three-school-year schedule so that all milestones and events in the Youth Discipleship Plan are covered when youth ministry is offered. Currently, youth ministry happens during THE PACK AM (Sunday School), THE PACK Night (Sunday Night Gathering), Summer Mission Trips, and special events/programs.

NEW 2022 Benchmark: Ensure that THE PACK information is available to all new visitors.

- Action Step 1: Update THE PACK Brochure twice a year and make it available at the Welcome Desk and in the Narthex area.
- Action Step 2: Update THE PACK webpage on the church website every month.
- Action Step 3: Identify new families with youth student(s), follow up with them, and add them to a list of THE PACK weekly email recipients if permitted to do so.

NEW 2022 BENCHMARK: Develop an effective transition plan for “graduates” of the Children’s Ministry to help them engage with and assimilate into the Youth Ministry.

- Action Step 1: Request and receive an up-to-date directory of the Children’s Ministry and contact the parents/caregivers of the rising 6th-grade students in Spring and Summer, offering a special invitation to THE PACK.
- Action Step 2: Rev. Arum Kim will visit the “Kids Care 2” Tween Ministry in the Spring to build a relationship with the 3rd – 5th grade children.
- Action Step 3: Create opportunities for the youth students to meet and work together with the children (for ex: VBS, Drive-Thru Nativity, and Mission), so they get to know each other.
- Action Step 4: Create opportunities for the families of new youth students to meet and get to know other student’s parents/caregivers (for ex: Family Game Night, Welcome Lunch/Dinner)

2022 Goal: Children and youth serve and lead in all aspects of the church.

2020/2021/2022 Benchmark: Create a game plan for incorporating children and youth in leadership and worship roles.

PARTIALLY COMPLETED STEPS TO CONTINUE IN 2022:

- Action Step 1: Determine the opportunities for leadership within our existing ministries on Sunday morning. (Choirs, Greeters, Ushers Welcome Team, Scripture Readers, etc.)
- Action Step 2: Identify and engage children and youth who feel excited and called into leadership.
- Action Step 3: Recruit older youth and adult mentors to train and equip younger children and youth.
- Action Step 4: Invite, train, and deploy children and youth for ministry.
- Action Step 5: Provide good supervision and evaluation to programs.

2022 Goal: Full Christian formation is happening for all ages and includes a plan to celebrate milestones with the body of Christ over the course of a lifetime.

2020/2021 Benchmark: Create an overall formation plan for children and youth that is age appropriate and includes milestones at key stages in each child's life.

COMPLETED IN 2020:

- Action Step 1: A Leadership Summit was hosted in 2019 to focus on Christian formation specifically with children and youth. The results created a shared vision of key Christian formation building blocks and milestones (such as baptism, first day of school, confirmation, learning to drive, etc.)

COMPLETED IN 2021:

- Action Step 2: Children and youth ministry teams fleshed out appropriate milestone celebrations for the respective age levels and have begun to implement.
- Action Step 3: Learning standards were created for Christian formation for children and youth to promote a "sticky" faith that helps a child launch successfully into adulthood.

2021/2022 Benchmark: Create an overall formation plan for adults that will support continued growth at various ages and stages of life and faith, including milestones.

COMPLETED IN 2021:

- Action Step 1: In the fall of 2021, we hosted a leadership summit focused on Christian formation specifically with adults. The result of the summit is a shared vision of key Christian formation building blocks and milestones (such as graduation from college, first job, purchasing first home, marriage, retirement, etc.).
- Action Step 2: We recruited a new Adult Discipleship Team (ADT) in January 2021 and they met throughout the year to develop a plan for adults that builds on our existing small groups and Sunday School ministry while also expanding to meet the needs of adults in all faith and life stages.

PARTIALLY COMPLETED STEPS TO CONTINUE IN 2022:

- Action Step 3: We will create learning standards for Christian formation for adults.
- Action Step 4: We will include practical, relatable topics in all levels of study.

NEW ACTION STEPS FOR 2022:

- Action Step 5: The ADT is developing curriculum that will rotate on a regular basis to support the learning standards noted in Action Step 3 (i.e. new membership classes, baptism classes, spiritual gift classes, etc.) as well as core curriculum that would be offered periodically. The development of this curriculum will continue.
- Action Step 6: The ADT started to align all books and resources in our library with the Adult Discipleship Plan. This effort will continue.

2022 ~~2021~~ Benchmark: Incorporate family ministry in the overall formation plan that supports families, encourages families to serve together, and have healthy relationships.

CARRY OVER TO 2022:

- Action Step 1: Form an ad hoc Family Ministry Team comprised of key staff and lay leaders (i.e. Pastors, Children's Minister, Chairs of Children/Youth/Adult Discipleship teams) to identify existing needs, the ways these needs are currently being met, and any opportunities within the formation plan being developed to address potential gaps.
- **NEW Action Step 2:** Ad Hoc Family Ministry Team will meet at least twice a year to coordinate and ensure families are engaged in ministry.
- Action Step 3: Personally invite families to participate; provide job description and equip members to serve on the team.

2022 Benchmark: Incorporate stewardship education into the overall formation plan that is age-appropriate beginning with young children.

Given that we no longer have an ongoing Stewardship Committee, the original action steps below are being deleted. Instead, we are tasking the pertinent leadership teams with the responsibility for carrying out the benchmark.

- ~~Action Step 1: Invite a stewardship committee representative to participate in the overall Christian formation planning process for children, youth and adults. (see benchmarks above)~~
- ~~Action Step 2: Seek ongoing stewardship support and education from the Stewardship Committee.~~
- **NEW Action Step 1:** The Children's Ministry Council will discuss and develop a stewardship education plan.
- **NEW Action Step 2:** The Youth Ministry Council will discuss and develop a stewardship education plan.
- **NEW Action Step 3:** The Adult Discipleship Team will discuss and develop a stewardship education plan.

- **NEW Action Step 4:** The Ad Hoc Family Ministry Team will then review the plans developed by each Council / Team to ensure the overall plan outcomes build upon each other and are developmentally appropriate.

2025 ~~2022~~ Goal: 30 small groups are meeting weekly. (By small group, we mean a group of friends (new and existing) who consistently get together with a purpose and are intentional about having spiritual conversations and following Christ.)

2020/2021/2022 Benchmark: The Adult Discipleship Team will create a game plan for developing new small groups that live into the mission and vision of the church.

STARTED STEPS TO CONTINUE IN 2022:

- Action Step 1: Identify current small group offerings. Map them according to “Reach, Nourish, or Serve” groups to capture the current landscape for Christian formation.
- Action Step 2: Analyze current offerings and determine strengths and gaps.
- Action Step 3: Identify and recruit potential small group leaders, meet with them to cast a vision, and determine interests.
- Action Step 4: Train and equip new small group leaders.
- Action Step 5: 10 small groups are actively meeting within the life of the church.

2025 ~~2022~~ Goal: There is a volunteer culture in which all members are serving in at least one (1) ministry of the church.

2022 ~~2020/2021~~ Benchmark: Develop an equipping game plan in which spiritual gifts are determined and church members are living into those gifts in a particular ministry.

CARRY OVER TO 2022:

- Action Step 1: Identify volunteer leaders to teach about spiritual gifts on a regular basis (2 classes / year).
- Action Step 2: Determine if the church’s current database (OnRealm) can track individual member’s spiritual gifts. If so, enter spiritual gift information about current members. If not, identify an online tracking tool.
- Action Step 3: Develop a matching process to allow volunteers to identify the areas in which they are called to serve.
- Action Step 4: Develop a coaching process that equips the volunteers to feel capable and effective in where they serve.

2022 ~~2020/2021~~ Benchmark: Develop and implement an intentional recruitment process.

CARRY OVER TO 2022:

- Action Step 1: Cast an inspiring vision to support a culture of volunteerism through the church website, sermons, ministry fairs, new member gatherings, confirmation, etc.

- Action Step 2: Build strong relational networks through the regular service opportunities offered, ministry teams, and small groups that serve together. People want to connect in a community where they feel loved and appreciated.
- Action Step 3: Offer ongoing practical training. Good training equips volunteers to feel capable and also develops potential future leaders.
- Action Step 4: Communicate clear expectations. A clear, concise description for each ministry role is vital to volunteers understanding what is expected and how to receive support as needed.
- Action Step 5: Create practical organizational structures. Good structures promote better teamwork and avoid duplicated efforts.
- Action Step 6: Encourage existing volunteers to be a part of the ongoing recruitment and equipping process.

Primary Leadership Responsibility Assigned To: Church Council initially to host time apart (Leadership Summits). Then, this area could be handed off to Children & Youth Council/Children & Youth Director, and the Adult Discipleship Team/Senior Pastor.

Strategic Priority: Outreach & Mission

We will earnestly seek to know and love our neighbors.

2022 Goal: The church is serving in a variety of ministries balancing local, national, and international initiatives. Identify at least one flagship ministry partner through each initiative for greater Kingdom impact.

2020/2021/2022 Benchmark: Create a comprehensive outreach plan leveraging the current relationships and connections already in place within the church and Food Pantry. We recommend that this Benchmark continue for the duration of the strategic plan.

COMPLETED IN 2020:

- Action Step 1: We have established priority ratios of local, national, and international mission efforts. Give additional emphasis to local mission work. The new ratios are as follows:
 - 50% Local
 - 25% National
 - 15% International
 - 10% New Initiatives

COMPLETED IN 2021:

- Action Step 2: Integrate mission and outreach plans with all current and future programs within the church. (Food Pantry, Sunbeam, VBS, etc.) Reach out to these groups for participation in other church programs.

- SCC staff continue to regularly volunteer with the Food Pantry, the Children's ministry collects food during Advent for the Food Pantry, the tweens and youth have served on Saturday mornings and during the week.
- An initial discussion on big outreach events occurs during staff meetings where the staff from the Food Pantry and SCC are present, which allows direct input from those staff members in planning for the events.
- A special pamphlet about these events is distributed to the Food Pantry and the SCC to encourage their customers to join the event.
- VBS collected toys for the Angel Closet
- Children and Youth Ministry regularly participate with Mission Council identified partners.

NEW ACTION STEP IN 2022:

- Action Step 3: Evaluate the leadership structure's effectiveness to support and carry out the comprehensive outreach plan. Recruit additional volunteers as needed.

2022 Goal: Evaluate key partnerships within the Greater Prince William Region and faith community

2020/2021 Benchmark: Create an overall plan for meeting community needs that includes research of what is already offered in the Greater Prince William Region and where the church could fill the gaps.

COMPLETED IN 2020:

- Action Step 1: Create an inventory of regional social resources.

COMPLETED IN 2021:

- Action Step 4: Establish a viable information network to share details concerning all mission and outreach opportunities within the church to all members. The Mission Council coordinated monthly mission moments and shared regular updates on our website and in the monthly Newsletter so everyone knew what was happening and / or resources that were available in the community.
- Action Step 5 (Completed & Ongoing): Create a plan that will encourage an invitational environment to involve more volunteers. This year the Mission Council ran monthly mission moments in worship, the newsletter and bulletin to invite more people to be involved in mission programs.
- Action Step 6: Create a formalized body by calling and deploying a Food Pantry Board to help expand services and deepen partnerships (new in 2021).

PARTIALLY COMPLETED STEPS TO CONTINUE IN 2022:

- Action Step 3: Identify current and develop additional links between county/city programs and St. Thomas to develop a holistic approach to the needs of the community and to avoid duplication of effort. (We have done this well during COVID in 2020/2021 and will explore how to expand these efforts going forward)

CARRY OVER TO 2022:

- Action Step 2: Facilitate speaking schedule for local program leaders to share information with St. Thomas members. (i.e., Loch Lomond Elementary School and other local non-profits such as ACTS, SERVE, the Human Service Alliance of Greater Prince William, etc.)

Primary Leadership Responsibility Assigned To: Mission Council, Food Pantry Staff, and Front Porch Ministry Team.

Strategic Priority: Administration & Infrastructure

We will have support systems in place to ensure sustainable and faithful ministry going forward.

2022 Goal: Staffing meets the needs of the ministries of the church.

2020 Benchmark: Develop and begin implementing a long-term staffing plan that takes into account administrative needs, growth in membership, and growth in ministries.

COMPLETED IN 2020:

- Action Step 1: SPRC will determine staffing needs to support growth based on recommendations by ministry consultants that work with large churches across the US (either via book or direct coaching), staff input, and congregational priorities to carry out the mission.
- Action Step 2: Implement recommended staffing plan (NEW)
 - SPRC approved the search for and hiring of a Finance Director who will be on staff and in house on a regular basis. This new hire required job description development and revision of the job description for the Senior Administrative Assistant (now titled Administrative Director).
 - New Associate Pastor, Rev. Arum Kim, was appointed in June 2019 to serve in Youth Ministry and Evangelism.
 - The Senior Pastor and the Children’s Ministry Director both continue to work closely with ministry consultants to ensure that the strategic plan is being carried out.
 - We developed an organization chart for staff with additional layers being developed for Lay Leadership and Committees.
 - In light of the restrictions brought about by the coronavirus, SPRC and the staff jointly developed a telecommuting policy.
- Action Step 3: Evaluate existing office space and records storage to determine best use of space. Equip offices to facilitate ministry flow and growth. Purchase furniture as needed.
 - Several pieces of donated office furniture have replaced the ones in the Administrative Director’s office and new Finance Director’s office.
 - With the addition of our Associate Pastor, the office of the Children’s Ministry Director has moved to the 3rd floor.
 - A majority of the historical records were relocated to the Finance Director’s office.

- Action Step 4: Evaluate and make recommendations about phones and office network to ensure technology supports greater collaboration among staff.
 - With the reorganization of several offices, the phones were reorganized accordingly.
 - The trustees did thorough analysis and research about VOIP and transitioning to a fiber optic network with Verizon. At this time, they concluded the existing system is adequate for our needs. The Trustees did approve and install a dedicated IP address with our existing provider through Comcast for livestreaming worship more easily.

NEW 2021 Benchmark: Continue implementation of the long-term staffing plan that takes into account administrative needs, growth in membership, and growth in ministries.

COMPLETED IN 2021:

- Action Step 2: Implement recommended staffing plan.
 - New hire for Children’s Ministry Director (New Action Item in 2021). We initially hired a full-time employee in early 2021; however, this employee quit in May 2021 due to a family health crisis. We then hired a full-time summer camp director to help ensure stability within the Children’s Ministry. In August, we promoted our Nursery Manager (Kristi Swanson) as the interim Children’s Ministry Director. She served effectively in this role through the end of the year and SPRC recommended that she become a regular, full-time employee (30 hours / week) in January 2022.
 - SPRC discerned the best approach for new hire to support Communications objectives. Made recommendation to move forward with a part-time contractor to begin in Jan. 2022.
- Action Step 3: Evaluate existing office space and records storage to determine best use of space. Equip offices to facilitate ministry flow and growth. Purchase furniture as needed.
 - The administrative team of volunteers reorganized the office supplies in the workroom and installed new storage cabinets.
 - The remaining historical records were relocated to the Finance Director’s office to include all inactive membership files, trustee documents, and other key documents (i.e. former bulletins, newsletters, directories, etc.)
 - The Administrative Director worked with the SCC Director to relocate the small copier onto the first floor for easier use by the SCC staff and with an electrician to relocate the large copier into the workroom. This enabled volunteers and staff to have easier access to it throughout the day without having to interrupt the Administrative Director in her office.
 - The Adult Discipleship Team determined that discipleship would be further enhanced by relocating several 3rd floor rooms -- the library to the room closest to the elevator and adding a room for use by the Pack on an additional Sunday School class on Sunday mornings until the OCB is fully renovated.

- Action Step 4: Evaluate and make recommendations about phones and office network to ensure technology supports greater collaboration among staff.
 - The database previously used by the Children and Youth Ministries has been incorporated into Realm so that greater commonality is created.
 - Created contract for Tech Support with Micro Geek to adequately support all IT needs for staff and programming.

NEW 2022 Benchmark: Finalize and evaluate implementation of the long-term staffing plan that takes into account administrative needs, growth in membership, and growth in ministries.

NEARLY COMPLETED IN 2021:

- Action Step 1: Continue updating Realm membership database. (Sr Pastor / Admin Director)
- Action Step 2: Complete the re-organization of the 3rd floor rooms - library & Sunday School rooms. (Sr. Pastor / Trustees / ADT)
- Action Step 3: Complete the organization of historical records. (Sr. Pastor / Trustees / Finance Director)

NEW ACTION STEPS IN 2022:

- Action Step 4: Evaluate and make recommendation about communication position based on contractor hired in January 2022. Determine if this should become a regular, part or full-time employee in 2023. (SPRC)
- Action Step 5: Finish research and recommendations for Employee insurance offerings. (SPRC)
- Action Step 6: Update Personnel Policy Handbook to reflect new organizational chart and staff positions. (SPRC)

Primary Leadership Responsibility Assigned To: Staff Parish Relations Committee; Senior Pastor, and Trustees

Strategic Priority: Buildings and Grounds

We will align our buildings and grounds with the mission and values of St. Thomas UMC.

2022 Goal: The buildings and campus are serving the church members and community more effectively.

2020/2021 Benchmark: Develop and start implementing a plan to renovate the Second Floor of the Main Campus Building to help make a strong first impression when entering from Sudley Road. This will help newcomers experience community more easily and support our areas of greatest use to reach, nourish and serve the community.

PARTIALLY COMPLETED:

- Action Step 1: Renovate Narthex, Fellowship Hall, and Bathrooms to include:

- Paint (Completed)
- Carpet / flooring (Completed)
- Seating / Furniture/Lighting (Donated items. Still need to purchase new furniture, floor and table lamps as needed.)
- Displays (Completed)
- Welcome Desk (Donated item. Still need to purchase new wood desk to match existing oak in Narthex/Sanctuary)
- Hospitality / Coffee Station (Started by relocating to the front of the Fellowship Hall. A more permanent installation to include a Coffee Bar in the front left corner still needs to be explored and developed)

The renovation of the Narthex is partially complete, along with quick surface updates for bathrooms (painted and new Covid / touchless fixtures installed). A discussion about a more robust renovation of Fellowship Hall and bathrooms has not begun.

NEW 2022 Benchmark: Complete the implementation of the plan to renovate the Second Floor of the Main Campus Building.

- Action Step 1: Purchase new furniture for seating in the Narthex.
- Action Step 2: Determine/purchase/install new lamps as needed in the Narthex.
- Action Step 3: Purchase or build new welcome desk to complement existing wood in the Narthex.
- Action Step 4: Determine feasibility, timeline and plan for Fellowship Hall and Bathrooms.

2020/2021 Benchmark: Develop a plan to enable The Original Church Building to become a dedicated Youth Center.

COMPLETED 2020:

- Action Step 2: Consider making the current back entrance the main entrance of the Youth Center. Ensure the new entrance resonates architecturally with the entrance of the Main Church Building so that buildings coordinate aesthetically and provide greater visibility from the road and parking lot. Cut down trees as necessary to open up sight lines. (Phase 1 and Phase 2 drawings Completed. Some permits have been obtained)
- Action Step 3: Determine feasibility and cost of connecting the Youth Center with the Main Church building through a covered walkway or awning so that folks can move between the two buildings with ease. (2020 - Determined not feasible)

COMPLETED 2021:

- Action Step 1: Plan completed through architectural, permitted drawings to update and modernize all key systems (electrical, plumbing, HVAC, windows, fixtures, flooring, etc.), while maintaining the envelope of the building.
- Action Step 4: Upgrade Original Church Building for primary use by our Youth Ministry.
 - Remove unnecessary walls. Determined that the existing walls for offices would be removed to create the new narthex. Also determined that bathroom walls

would be gutted and reconfigured for new, bigger bathrooms in the basement, and that we would take out the small closet wall in the middle of the Fellowship Hall room.

- Evaluate existing office space. Determine best location for Youth Ministry office. (SPRC did walk through and made recommendations to B&G team who determined that the Youth Ministry office will be located in the main church building to allow cohesiveness between the youth minister and the other staff)
 - Create multi-purpose room that inspires and meets the needs of a growing tween and youth ministry. Plan developed by B&G team to allow for greatest flow, eating space, meeting space, equipment storage, and updated bathrooms.
 - Update Kitchen. (Kitchen was gutted by church volunteers. New kitchen will now include additional storage space and the relocation of the boiler to a small adjacent mechanical room.)
- Action Step 5: Equip the ~~third floor~~ basement for storage. A new closet will be built in the basement for storage where the stage / baptism font previously existed.
- Action Step 6: During the renovation, invite the Hispanic Church to worship in the Sanctuary of the Main Church Building; invite Alcoholics Anonymous (AA) Groups and St. Thom Cats to meet in our Main Church Building. Hispanic Church and St. Thom CATS made the move, AA groups on hold for now.

NEW 2021/2022 Benchmark: Implement the plan to enable The Original Church Building to become a dedicated Youth Center.

PARTIALLY COMPLETED:

- **NEW Action Step 1:** Financing for renovation secured and General Contractor chosen / hired.
- **NEW Action Step 2:** Capital Campaign to reduce debt obligation for new mortgage planned and communicated to congregation. This step is in partnership with the Finance Committee / Capital Campaign Team.
- **New Action Step 3:** General Contractor and Sub-Contractors carry out Phase 1 & Phase 2 plans for renovation and upgrading the New Youth Center:
- Update and modernize all key systems (electrical, plumbing, HVAC, windows, fixtures, flooring, etc.), while maintaining the envelope of the building.
 - Make the current back entrance the main entrance of the Youth Center. New concrete ADA compliant walkway installed.
 - Remove unnecessary walls
 - Multi-purpose room created
- Action Step 4: Church volunteers will complete
- Renovation of kitchenette
 - Fill and cap the baptismal font (the demo is accounted for, but we plan to close it up as well which is beyond demo).
 - Brick over the two basement casement windows that will be covered by the new entrance/porch.

- Once new walkway installed at front of building, wooden wheelchair ramp removed at back of building.
- Other manageable tasks if costs exceed contracted amount.
- Action Step 5: Build out ~~third floor~~ basement storage. (GC or volunteers?)
- Action Step 6: Equip building with furniture, floor lamps, art work/displays, games and equip to be ready for Sept 1 Youth Ministry kickoff.
- Action Step 7: Celebrate and Dedicate building!

2022 ~~2020~~ Benchmark: Develop a detailed plan to build a second wing building on to the current storage/Food Pantry building to include running water, toilet, and office space.

CARRIED OVER TO 2022:

- Action Step 1: Determine the team members with the appropriate skill sets who will develop the plan.
- Action Step 2: Work with architect or GC to create permit ready drawings to include functional bathrooms, utility sinks, shelves, and office space.
- **NEW Action Step 3:** Develop a transition plan for how to keep the Food Pantry running while the renovations are taking place.

NEW 2022/2023 Benchmark: Implement the plan to build a second wing building on to the current storage/Food Pantry building to house the Food Pantry with running water, toilet, and office space.

- Action Step 1: Build a functional bathroom, utility sinks, shelves, and office space.
- Action Step 2: Relocate the Food Pantry from the existing building to the new wing.

2020/2021/2022 Benchmark: Return to using the current storage building entirely for storage.

COMPLETED IN 2020:

- Action Step 4: Remove or update two (2) deteriorating storage sheds in side yard area.

CARRIED OVER TO 2022:

- Action Step 1: Move most storage from Main Church Building and Parsonage to the Storage Building.
- Action Step 2: Assign shelves with set space for each ministry area. Hire a professional organizer if necessary.
- Action Step 3: Manage the space

2023 ~~2020~~ Benchmark: Develop a plan to refurbish the Parsonage so that it can be used as a functional house. Asbestos abatement need.

- Action Step 1: Determine the best purpose of this house (transitional housing, a rental, or home for a staff member).
- Action Step 2: Install a new roof, new bathrooms, replacement windows, renovated kitchen. Make other improvements as necessary.

- Action Step 3: If used for transitional housing, identify a partner organization such as Prosperity House or another non-profit that seeks to transition families from homelessness to housing to ensure appropriate case management.

NEW 2023/2024 Benchmark: Execute the plan to refurbish the Parsonage.

2024 ~~2020~~ Benchmark: Develop a plan to use the 2nd floor of the Office Building for Congregational Care Ministries to help strengthen families and support members in our community experiencing crisis.

- Action Step 1: Work with current tenants to give at least one year to relocate and identify appropriate partners to carry out ministry.
- Action Step 2: Remove existing glass partition to open up floor for greatest possible use by community groups / support groups.
- Action Step 3: Remove “ReMax” sign and rename building “St. Thomas Counseling Center” or other appropriate name to clearly connect building to overall ministry plan.
- Action Step 4: Transition AA and other support groups that currently use space in the Main Church Building to the new space.
- Action Step 5: Use the 2 dedicated offices for Christian counseling and/or spiritual direction.
- Action Step 6: Create overall congregational care strategy that is integrated with existing ministries and builds bridges between the counseling/small groups being offered and the congregation.

New 2024 Benchmark: Implement the plan to use the 2nd floor of the Office Building for Congregational Care Ministries to help strengthen families and support members in our community experiencing crisis.

2022 Goal: A sustainable maintenance plan is in place for the church property and buildings.

2020/2021/2022 Benchmark: Determine all maintenance and upkeep needs of the church.

COMPLETED IN 2020:

- Action Step 2: Determine maintenance schedule for identified equipment.

PARTIALLY COMPLETED:

- Action Step 1: Catalog all equipment, systems, etc. noting current age. Trustees have begun working with staff and key volunteers to catalog all equipment, systems, etc. by make, model and serial number.
- Action Step 3: Budget accordingly to meet maintenance needs. Trustee, Finance and the Endowment Committees have begun conversation around both routine and long-term maintenance / replacement needs. Several suggestions for building a “rainy day” fund either through our investments, setting aside capital improvement dollars within our existing annual budget, grant-writing activities, etc. have been discussed. A formal plan has not yet been agreed to among all stakeholders. The Endowment Committee

has run monthly articles in our Newsletter to help educate our members. Several members are ready to include St. Thomas in their estate.

2020/2021/2022 Benchmark: Enhance and maintain the campus landscaping so that the property is inviting.

PARTIALLY COMPLETED:

- Action Step 1: Conduct a landscaping survey to prioritize the needs of the property.
- Action Step 2: Consider contracting with a vendor to provide some of the landscaping maintenance.
- Action Step 3: Develop a plan to identify, train, and equip a growing team of new volunteers to come alongside the existing team of landscape volunteers.
 - New volunteers have been added to the existing team
 - A Columbarium landscaping team has been formed taking responsibility for the upkeep of the Columbarium gardens. (2021)

Primary Leader/Responsibility Assigned To: Specific Building & Grounds team for each major project; Senior Pastor and Trustees

APPENDIX A

17 Essential Systems for Sustainable Churches

As Identified by Ministry Architects (ministryarchitects.com)

Though the building of every church's infrastructure is unique, some foundational steps must be taken in every church to make it sustainable. These are systems that are vital to the health of the congregation and the church's ministry. All churches should review their systems annually.

Essential Systems Timeline for St. Thomas UMC

Focus for 2020: Database, communications, program calendar, visioning, compliance, facilities, welcome & new member/hospitality

January 2020

- **COMPLETED 2020:** A process has been established to record attendance by name for all programs (worship, Sunday school, bible studies, book studies, special events, etc.) in a consistent way that has identified MIAs.
- **COMPLETED 2021:** The “clean up” work on the church’s database has been completed. (Will be ongoing)
- **COMPLETED 2021:** Establish a Task Force (Building & Grounds Committee, Done) that comes under the Trustees that will evaluate current use of the buildings and create a campus-wide building usage plan that lives into the mission of the church (working on OCB plan now). (The usage plan will be revisited once the Pandemic is no longer an issue)

February 2020

- **COMPLETED 2021:** Internal communication norms have been determined and those best practices have been implemented that ensure that all congregants, regardless of age or technological proficiency, feel informed. Utilize as many forms of communication as possible including updating the church’s website, brochures, Facebook, mass texting, mail, e-mail, etc. Communications has researched texting options but has not completed. **COMMUNICATIONS**
- **COMPLETED 2020:** Establish a Task Force that will oversee the Sunday morning evaluation and recommendation for the number of worship services. This team reports to Ignite.

March 2020

- **COMPLETED 2021:** An organizational chart has been developed for all the current volunteer roles in the church. ~~that labels the positions that serve as:~~ **STAFF & COUNCIL**
 - ⊖ ~~“Coaches” — Volunteers who serve to oversee ministry areas and multiple teams~~
 - ⊖ ~~“Leaders” — Volunteers who lead specific teams & direct volunteers on those teams~~
 - ⊖ ~~“Workers” — Volunteers who fill a specific role, duty, or task~~

April 2020

- **COMPLETED 2020:** A yearly leadership directory has been created that lists all ministry team rosters and leaders for all ministry teams, committees, and groups.
- **COMPLETED 2021:** A Welcome & New Member Team has been established and the team is up-to-speed on their role/job description. **FRONT PORCH MINISTRY/ADULT DISCIPLESHIP**

May 2020

- **PARTIALLY COMPLETED TO CONTINUE IN 2022:** Job descriptions for all ministry teams in the church have been written. Work with leaders to ensure the job descriptions accurately match the work being done. **COUNCIL (oversee but assign each ministry to create a Job description for their team)**

June 2020

- **COMPLETED 2020:** Revisit the idea of reducing Sunday morning services from 3 to 2 services. Conduct an impact study on how this would affect different demographics as well as everything that happens on a Sunday morning.
- **MOSTLY COMPLETED TO CONTINUE IN 2022:** A Communication and Social Media Policy has been developed for use by the Church and Sunbeam Children's Center to support best practices and ensure external communication reflects the highest moral and ethical character of our Christian life together. (The policy has been written but is not being implemented)
COMMUNICATIONS

July 2020

- **PARTIALLY COMPLETED TO CONTINUE IN 2022:** Control documents have been developed such as a 12-month calendar, major event notebooks to help event planners succeed, and generate a preventative maintenance calendar that schedules behind-the-scenes activities for each month. (Example: October - order candles for the advent wreaths). **STAFF & COUNCIL**
- **PARTIALLY COMPLETED TO CONTINUE IN 2022:** A game plan for creating a welcoming and friendly environment in the entire church has been created and begun to be implemented for both in person and digitally. **FRONT PORCH MINISTRY**

August 2020

- **MOSTLY COMPLETED TO CONTINUE IN 2022:** Ensure that all members are tagged in the church's database. Below are suggested categories. **STAFF**
 - **Active** are the families and members of St. Thomas and have attended at least 4 to 6 5 times in the past year – plus visitors who have become a regular part of the ministry. They should show up in your printed directory, if you use one. For database purposes, 4 to 6 attendances triggers mailings and other church communications.
 - **Member Inactive (MIA)** are still a part of the flock. You may not need to call them every time the doors are open at the church, but you'll want to regularly pursue these families, whether they ever show up or not.

- **Visitor Active** are those who regularly attend weekly worship and/or activities but are not an official member of the church.
- **Visitor Inactive** are the ones who may have visited, but you are confident they will never become a regular part of the group. This group requires no follow-up. But you'll want to keep their information for the occasional big event to which you'll want to invite everyone you know.
- **First Timers** refer to visitors who have attended worship for the first time. You'll want to have a process for capturing their information on their first visit and follow up with them within one week of their visit.
- **COMPLETED 2021:** Welcome bags have been created and are being utilized every Sunday. A welcome kiosk has been set up and is staffed weekly with volunteers. **FRONT PORCH MINISTRY**

September 2020

- **PARTIALLY COMPLETED TO CONTINUE IN 2022:** A marketing game plan has been created that selects the best communication practices. **COMMUNICATIONS & FRONT PORCH MINISTRY**
- **COMPLETED 2020:** Conduct 2-3 Sunday morning forums regarding the proposed options for the Sunday morning schedule. Collect feedback from church members at those forums.
- **STARTED:** A first-timer process has been developed for welcoming visitors who visit the church. A plan has been crafted for following up with adults and families that have become loosely connected to the church. The database has been regularly updated with information from visitors. **FRONT PORCH MINISTRY**

October 2020

- **STARTED:** A system that ensures the faithful maintenance of ~~any space utilized by the enterprise~~ our campus, including capital improvements and on-going maintenance, has been created. **TRUSTEES**
- **COMPLETED 2020:** Prepare a report that will go to Council that includes the findings of the Sunday service impact study, pros and cons for different options/solutions, and a recommendation on which option the Ignite Team supports. **WORSHIP TASK FORCE**

November 2020

- **COMPLETED 2021:** Communications are reaching all demographics of the church in a manner that meets their desired form of communication. **COMMUNICATIONS**
- **COMPLETED 2020:** With the feedback received, the Ignite Team and Council are in agreement on choosing an option for the Sunday morning schedule. The decision is made and communicated to the congregation. **TASK FORCE**

December 2020

- **COMPLETED 2020:** Changes to the Sunday morning schedule have been communicated to the congregation multiple times and in multiple ways.
- **COMPLETED 2020:** An implementation plan for this Sunday morning decision has been adopted and a start date has been determined. **TASK FORCE**

Focus for 2021: Staff development, volunteer development, major events, finances, integration

January 2021

- **COMPLETED 2020:** Staff are in alignment with the Sunday morning schedule changes and have planned accordingly for their ministry/programs for the start date of the changes. **TASK FORCE**

February 2021

- **NOT STARTED - CARRY OVER TO 2022:** An Equipping Team has been recruited and understands their role in helping church members determine their gifts and plug them into a ministry they feel called to. **IGNITE**
 - Charge the Equipping Team with the following Tasks:
 - ✓ Identify Volunteer Ministry Positions: Work with staff and the church leadership to create a complete list of ministry opportunities in every department, from weekly to monthly to annual opportunities.
 - ✓ Develop a Tracking Process for recording who is serving in which ministries. There are several off-the-shelf options including PowerChurch, ChurchTeams, and Members To Action.
 - ✓ Identify a Discovery Tool that helps individuals explore how they are wired for ministry. There are several available, including SHAPE to DESIGN.
 - ✓ Develop a matching and placement process that gracefully takes advantage of the Tracking process and Discovery tool while still making the process inviting and personal. This will likely include several points of entry, from easy-to-use brochures and volunteer catalogs to a higher-commitment, higher-impact class. There will also likely be a coaching/interview process to facilitate the right match.
 - ✓ Develop follow-up and re-direct processes that ensure that the match was successful or helps the person find a new match.

March 2021

- **PARTIALLY COMPLETED TO CONTINUE IN 2022:** Members of the church have been educated on long-term financial stability as well as the value of, and the impact of planned giving on the church's mission and ministries. **FINANCE (Including Stewardship and Legacy Teams) LEGACY TEAM**

April 2021

- **NOT STARTED - CARRY OVER TO 2022:** Establish a volunteer recruitment process within ministries. **EQUIPPING TEAM**
 - Determine the 12-month calendar for the ministry.
 - Determine the volunteer needs for the year.
 - Review volunteer job descriptions to ensure they are up-to-date.
 - Create a fishing pond of 30-40 potential volunteers.

- Organize the potential volunteers by putting each person into one of the following categories: hands-on volunteer, behind-the-scenes volunteer, and both.
- Prayerfully consider the gifts of the potential volunteers and match them to the volunteer needs.
- Extend a personal invitation - face-to-face or over the phone - to volunteers to serve in a particular role.
- Do this until all volunteer slots are filled.
- Follow up with necessary paperwork for volunteers.
- **PARTIALLY COMPLETED TO CONTINUE IN 2022:** Schedule the Leadership Launch in September in which volunteers are equipped and ready to serve in their role. **EQUIPPING**

May 2021

- **COMPLETED 2021:** Mechanisms for ongoing evaluation for all church staff members have been provided. The process includes space for self-reflection, supervisor feedback, and requests from the employee about how the church can help him or her succeed. The church staff feels supported, encouraged, and positively challenged. **SPRC**

June 2021

- **COMPLETED 2021:** All staff members have been affirmed and encouraged in their role. **SPRC**
- **COMPLETED 2021:** An evaluation of the Sunday morning changes has taken place and any details regarding the Sunday morning change are being checked off the list. **TASK FORCE**

July 2021

- **NOT STARTED - CARRY OVER TO 2022:** In partnership with the Equipping Team, a new member process and assimilation process have been determined and begun to be implemented. **FRONT PORCH MINISTRY & EQUIPPING TEAM**

August 2021

- **COMPLETED 2021:** A long-term staffing game plan has been created to outline the key next steps in adding to the staff team. **SPRC**

September 2021

- **PARTIALLY COMPLETED TO CONTINUE IN 2022:** Each staff member has developed a “rhythmic week” including a Sabbath and “balcony” time (that is, time to look at the big picture and make strategic plans). **STAFF**

October 2021

- **PARTIALLY COMPLETED TO CONTINUE IN 2022:** Sufficient training and development opportunities have been scheduled and begun to be implemented for all volunteers in a way that left them inspired to serve again rather than exhausted. **EQUIPPING**

November 2021

- **PARTIALLY COMPLETED TO CONTINUE IN 2022:** A strategic plan has been developed for all ministries in the church to work collaboratively to reach goals and break down any silos that may unintentionally exist. **IGNITE**

December 2021

- Catch up month!

Focus for 2022: preventative maintenance, innovation, growth, discipleship, missions, control documents, congregational care

January 2022

- **PARTIALLY COMPLETED TO CONTINUE IN 2022:** A Congregation Care Ministry has been established and is meeting regularly to ensure that church members' pastoral needs are being met and no one falls through the gaps. **STAFF & COUNCIL**

February 2022

- A Ministry Manual has been developed and included the most recent directories, a 12-Month calendar, results-based job descriptions for staff and volunteers, compliance documents, budgets, game plans, a preventative maintenance calendar and notes for every major church event. **STAFF & COUNCIL**

March 2022

- The approach has been determined to follow-up with people who are MIA. A database to track who has gone missing, the reasons they have gone, and who followed up with them on staff is in place. A culture of care has been created for MIA church members. **MEMBERSHIP SUPPORT/CONGREGATIONAL CARE**

April 2022

- **PARTIALLY COMPLETED TO CONTINUE IN 2022:** Ensure an Operations Manual is in place and updated annually. The manual should include all legal documentation needed for the ministry including background checks, financial documents, licenses, child protection policy, facility use policies etc. **STAFF & COUNCIL**

May 2022

- **PARTIALLY COMPLETED TO CONTINUE IN 2022:** Continue to build on the desire of the church to make a difference in the world, as well as their local community. Develop a clear, focused calendar for involvement in local agencies, as well as, regional, and possibly international missions. Evaluate the current mission trips for effectiveness. Create a plan for promoting and exposing the congregation to missions throughout the year. **MISSION & FRONT PORCH MINISTRY**

June 2022

- A preventative maintenance calendar has been created that includes annual check-ups on the 17 essential systems. **STAFF & COUNCIL**

July - August 2022

- Catch up month!

September 2022

- An inspiring leadership-training and vision-casting event for all volunteers has been scheduled and implemented at the beginning of each program year. **EQUIPPING**

October 2022

- A group of stakeholders has met for a Christian Formation Retreat to discuss the discipleship pathway the church will use to disciple its people. At this retreat, the following objectives were met: **DISCIPLESHIP**
 - Evaluate the existing discipleship opportunities to ensure their effectiveness.
 - Develop a set of core competencies for the discipleship programming.
 - Determine the best adult formation strategy and consider the use of small groups.
 - Develop a clear communication piece that will outline the discipleship pathway to church members
 - Develop milestones for children and youth that celebrate markers as sacred in the life of families.

November 2022

- An evangelism strategy is established that provides an intentional process for outwardly focused communication designed to connect with and engage those not yet a part of the church. **FRONT PORCH MINISTRY & COMMUNICATIONS**

December 2022

- An annual evaluation of all 17 systems is completed. Any needed changes are mapped out in the next 12-month timeline. **STAFF & COUNCIL**

Essential Systems Prioritized By Planning Year

Essential Systems prioritized by Planning Year. When the Strategic Plan is adopted, the Essential Systems Timeline becomes an integral part of moving St. Thomas forward. As the Strategic Priorities progress, the Essential Systems are being developed and enhanced in the background.

2020

*Database
Communications
Program calendar
Visioning
Compliance
Facilities
Welcome & new
member, hospitality*

2021

*Staff development
Volunteer
development
Major Events
Finances
Integration*

2022

*Preventative
maintenance
Innovation
Growth
Discipleship
Missions*