



Saint Paul's
CHURCH

An Episcopal Church in the
City & Diocese of Milwaukee

2019-2024 Strategic Plan

St. Paul's Preferred Future

Trusting God to lead and prosper our efforts, we commit ourselves to the goals and initiatives described below. In attempting to define our preferred future and describe the actions required to lean toward it, we have described in very high and general terms the **Strategic Positions** we wish to achieve in each of seven key areas. For each position, we have created measurable **Strategic Goals** that will direct our activities over the course of the next five years. And for each goal, we have articulated annual **Initiatives** that will establish action priorities for each new year. While the position statements are unlikely to undergo much change from year to year, strategic goals may be altered annually to reflect new or changing conditions. It is expected that annual initiatives will be recast each year by the Vestry to reflect the realities of a new annual planning cycle.

Factor #1. Need: Who wants what we have?

Conclusion: *St. Paul's must change or face a slow but certain demographic death.*

Strategic opportunity: St. Paul's needs to seriously examine community interests and needs and experiment with ways to provide services to meet those needs. The aim should be to market to interest and need, not the current adherence to ministry as it has always been done. Engagement of people in the community around service has the potential to connect them to St. Paul's with eventual membership and participation becoming a byproduct and not the primary goal.

- 1.0 **Strategic Position – Need/Demand:** St. Paul's will be a thriving and growing faith community that serves a diverse population with religious and spiritual experiences.
 - 1.1 **Strategic Goal – Gospel Ministry:** We will shape our key religious and spiritual activities in terms of how they address the evolving needs of our congregation and its various communities.
 - 1.2 **Strategic Goal – Growth:** We will increase membership and weekly worship attendance by an average of 10% per year.

Factor #2. Users: What does the population look like?

Conclusion: *St. Paul's must embrace the changing color and ethnicity of its future with a decisive shift in its dynamics of leadership and participation or face a life as a dwindling white minority.*

Strategic opportunity: Consciously seek to engage an ethnically, racially and age diverse population upon which to build its future.

2.0 **Strategic Position – Constituents:** The membership of St. Paul's will reflect the profile (age, race, class and ethnicity) of the community it serves by exposing our congregation to increasingly diverse voices, and its voice to an increasingly diverse audience.

2.1 **Strategic Goal - Diversity:** We will strive to reflect the diversity of our congregation and its community in its committees, staff, volunteer organizations, and other manifestations of its religious expression.

2.2 **Strategic Goal – Decision-making:** We will use data from our all constituents in our congregation and from the surrounding community to inform decisions about mission and ministry.

Factor #3. Geography: Where does St. Paul's provide ministry?

Conclusion: *St. Paul's current service area extends well beyond the city limits of Milwaukee and does not reflect the diversity of its immediate service neighborhood. To achieve its growth and diversity goals, it must penetrate the population residing within a three-mile radius of the church.*

Strategic opportunity: St. Paul's has opportunities in two population segments: exurban around current members and urban within three miles of the church. If the church can be successful in extending its ministry reach into urban and suburban neighborhoods through home-based or foyer outreach programs, use of internet and other digital technologies to share worship and resources, and can develop a visible presence of ministry, community support and service in its immediate neighborhood, then growth in both targeted populations is possible.

3.0 **Strategic Position – Geography:** St. Paul's church campus will continue to be the center of worship, formation, growth and service. In addition, our ministry will be expressed in diverse community, home-based and digital programs and services.

3.1 **Strategic Goal – Current Campus:** We will maximize the use of our existing facilities to nurture fellowship, service and worship while developing additional ways to use our facilities to generate awareness and revenue.

3.2 **Strategic Goal – Dispersed or Distributed Ministries:** We will tithe our annual revenue to support ministries in settings in and out of our immediate neighborhood as a way to directly engage current and prospective members in acts of ministry and service.

Factor #4. Competition: Who can potentially take people and money away from St. Paul's?

Conclusion: *St. Paul's must define its distinctive qualities in terms that address religious and spiritual needs and preferences of the target audience. Membership growth must come through effective communication of the congregation's value proposition as expressed by what it does to engage and serve the community. In other words, belonging must precede belief, and tolerance of diverse perspectives on matters of faith should be intentionally tolerated. This is historically a strength for Episcopalians.*

Strategic opportunity: St. Paul's must differentiate itself from its competitors by offering unique and in-demand services and opportunities for spiritual belonging while reflecting the unique ethos and attributes of the Episcopalian tradition.

4.0 **Strategic Position – Distinctiveness:** St. Paul's will differentiate itself with an uncommon commitment to exceptional quality and relevance in every expression of ministry and service.

4.1 **Strategic Goal - Collaboration:** We will multiply our advocacy and service efforts through collaboration with other congregations and agencies in our immediate urban neighborhood.

4.2 **Strategic Goal - Compassion:** We will act with compassion and generosity in relation to meeting the recognized human needs of our immediate neighborhood.

4.3 **Strategic Goal – Quality:** We will evaluate the quality of our activities in measures of service, compassion, fellowship and spiritual growth.

Factor #5. Funding: Where does the money come from?

Conclusion: *St. Paul's will have to generate additional sources of revenue to grow its ministry and to offset imminent declines due to older members leaving. Newer, younger members and their families will lack the capacity to significantly contribute to the mission.*

Strategic opportunity: St. Paul's has the opportunity to capitalize on the wealth transfer potential of its senior members. Developing a comprehensive estate planning and legacy giving platform would capture a pool of assets currently residing with committed long-term members. Alternative sources of income must be identified to support a sustainable church.

- 5.0 **Strategic Position – Funding:** St. Paul's will raise sufficient operating and non-operating revenues to achieve the goals of this strategic plan.
 - 5.1 **Strategic Goal – Stewardship:** We will stress the biblical teaching of “first fruits” stewardship into the congregation's culture and programming as a way to increase annual pledges from St. Paul's “giving units” to 100% by 2024.
 - 5.2 **Strategic Goal – Legacy Giving:** We will actively promote legacy giving from members by providing estate planning services to increase the number legacy expectancies by 50% by 2024.
 - 5.3 **Strategic Goal – Other sources:** We will actively seek third-source funding from agencies, foundations, corporations and other philanthropic sources to strengthen and expand the ministries of St. Paul's.

Factor #6. Labor: Are there sufficient staff and volunteers to execute mission?

Conclusion: *St. Paul's must find ways to actively engage younger members in volunteer leadership and service positions or face a significant loss of talent and experience from older members.*

Strategic opportunity: St. Paul's has the opportunity to attract young people around community-based service and ministry projects. Believing that "belonging precedes belief," our congregation's commitment to social justice, equality, opportunity, serving the poor and needy – these all hold the potential for projects that can engage people from the immediate neighborhood, but which do not require any kind of faith commitment or membership.

- 6.0 **Strategic Position – Administration:** St. Paul's will employ sufficient clergy, professional staff and support staff to effectively execute its strategic ministry plan while engaging members and others in active participation.
 - 6.1 **Strategic Goal – Lay Engagement:** We will engage our members in ministries appropriate to their practical and spiritual gifts and provide opportunities to community members to join us in service to others.
 - 6.2 **Strategic Goal – Lay Leader Succession:** We will support recruitment, training, mentoring, programs among the laity to ensure continuation of ministries.
 - 6.3 **Strategic Goal – Clergy:** We will call priests, deacons and other religious professionals as necessary to meet the ministry needs of our community as determined by regular staff and ministry assessments.
 - 6.4 **Strategic Goal – Support Staff:** We will hire sufficient staff to ensure professional attention to the administration and management of St. Paul's operations and to coordinate lay volunteers.

Factor #7. Other assets: What facilities, technology and other assets are needed to support mission?

Conclusion: *St. Paul's ministry must build upon but also become divorced from dependence on the physical church building. Use of technology must be supported by the facilities*

Strategic Opportunity: St. Paul's has the opportunity in the world of Episcopal churches to distinguish itself as a leader in the use of technology to reach younger generations while still providing inviting gathering places for worship, fellowship and hospitality.

- 7.0 **Strategic Position – Other Assets:** Our primary location will serve as the center for the development of digital and online tools and resources to support religious education, hospitality, spiritual formation and remote worship.
- 7.1 **Strategic Goal – Building Maintenance:** The church building and attached structures will be faithfully maintained as historic sites and centers of worship, learning and service.
- 7.2 **Strategic Goal – Technology and e-programming:** We will provide technological support for digital and online outreach by acquiring and installing the necessary equipment and staff to support online programming.
- 7.3 **Strategic Goal – Thrift Shop:** We will continue to support the St. Paul's Thrift Shop as a means to serve the community and provide financial support to other agencies.