

The Cathedral Church of St. Luke
143 State Street
Portland, ME 04101

A Strategic Plan For Our
Future

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A Letter from The Dean

“Behold, I am doing a new thing; now it springs forth, do you not perceive it?” (Isaiah 43:19)

The Cathedral Church of St. Luke is home to a Christian community with a long and glorious history. Looking around us, however, it is very clear that our world is changing and that while our mission remains the same, our way of being and doing church needs to change as well. God is doing a new thing, leading us into a new future. What does that future look like? Where is God calling us? Over the past 12 months, the Strategic Planning Committee has been asking those questions by listening to voices in the congregation, the diocese, and the wider community, and by studying, praying, and discerning the voice of God. This plan is the result of that work. I endorse this plan and commend it to you. Please join me as we live it out and move toward the future, God’s future, together.

In Christ,
Dean Shambaugh

Strategic Planning: A Vision for St. Luke's

At St. Luke's what began as quiet and informal conversations about our future became louder and louder, punctuated by the immediate need to fix the rose window and East wall.

Whenever a series of essential needs, and a host of other perceived improvements meet the specific barriers of possibility it's time to assess. Other needs, including ongoing building structural maintenance as framed by the Whitaker Engineering Study, campus appearance, the gardens, pew cushions, parking, bathrooms, music expansion, kitchen needs, education, a columbarium and so on, all became items that now populate a very extensive list.

Rather than just fix the East wall, the complexity of all the needs, plus timing and resources needed, mandated a strategic plan for St. Luke's, one that fits with our mission, goals and vision. The plan should be one that is inclusive, prioritized, feasible, and not tethered by the lack of imagination. The plan should not sit on a shelf, but rather continually be updated and used as a management tool.

A strategic planning committee was formed to complete such a plan and to recommend a planning process that would serve the Cathedral parish and the greater Portland community.

In May 2012 the committee began meeting twice monthly studying "Appreciative Inquiry and Congregational Change." The underlying premise from that work is that leadership needs to point towards a conversion from where we are to where we decide we want to be.

Strengths, Weaknesses, Opportunities and Threats (SWOT) were analyzed from parish surveys, interviews, and discussions at several levels, both inside and outside of St. Luke's. These efforts were designed to recognize the importance of several points of view and to establish a narrative that the entire parish and its leaders understand and support.

Some of the basic tenets are clear. Choose the best from the past and carry it forward as we work to establish a new paradigm for the future. Discover what's connected, what works and what doesn't. Organize by patterns of strength, experience and interest. Understand the changes in demographics and focus where a difference can be made. Recognize that finances and economics of the Cathedral play an integral role and plan accordingly. And above all, ensure that whatever plan we adopt guarantees that goals and objectives are consistent with environmental stewardship and our inherent values.

This plan starts with our values then moves to prioritized goals, what we hope to achieve. Next are a series of objectives over time, steps along the way, all designed to be consistent with the values of St. Luke's.

St. Luke's values are listed here. The following pages will discuss goals and objectives and how they complement these values.

1. Living our Christian Faith
Worship together to respond to our needs and those of others.
2. Widening Circles

- Move towards a broader audience. Grow our membership.
3. Education
Provide new opportunities for faith development and learning.
 4. Marketing and Evangelism
Promote a hospitable, informative and welcoming framework for all.
 5. Stewardship
Be effective stewards of our sacred space, our history and our traditions.
 6. Leadership
Lead by example in all areas of our mission.

As you read this plan note that it is intended to address each value in detail. No one area of concentration is meant to be more important than another. The plan will summarize where we are now and project where we will be in the future.

This work is also meant to be far more comprehensive than from “Here” to “There.” It’s a plan that this committee has thoughtfully and prayerfully contemplated, using a guiding question: “What is God calling us to be?” Perhaps the answer is so obvious that we tend to easily overlook it or search for something far more dramatic.

Are we not called to manage St. Luke’s with a very different paradigm than in the past? Are we not called as disciples to plan and manage in a very different world where change is the only constant?

It seems to us that, if we are to succeed as a vibrant church and a respected beacon, **our** collective challenge will be whether we are willing to focus and walk up to a wall of change and deal with the challenges and opportunities offered there.

We are thankful for the opportunity to serve and hope that this plan is a useful guide for all of St. Luke’s and its leadership.

Respectfully submitted by the Strategic Planning Committee:

Meredith Cough
Heather Murdoch Curry
Mary Doughty
David Fernald
Fred Fowler
Michael Valentine (Chair)
Priscilla Webster
Dick Rasner (*ad hoc*)
Ben Shambaugh (*ad hoc*)

Living the Christian Faith

Where we are now:

There are three regularly scheduled traditional worship services on Sunday, a Tuesday noon service and services of prayer and celebration held at other times throughout the year. One Sunday service a month offers more contemporary music such as blues, folk and gospel. Average Sunday attendance is 263. The worship services and especially the music were the most frequent reasons people identified that drew them to St. Luke's and continues to nourishes them.

We care for one another in both formal and informal ways. People get to know each other through attendance at Coffee Hour, Foyers, Educational opportunities, volunteer opportunities such as the soup kitchen and guilds such as altar and flower. The geographic spread of our membership creates challenges in knowing and caring for one another, though many people list the friendliness of the congregation as something they like about St. Luke's.

The Priests and Deacons carry out the more formal aspect of caring for one another primarily in times of duress. The Lay Eucharistic Ministers take Communion to shut-ins on a regular basis. The Pastoral Care Committee's role is to be attuned to people's needs such as arranging transportation to church. Our newest Deacon has taken on a ministry to newcomers helping to integrate them into the congregation. Throughout the year a Deacon may facilitate short-term groups for those grieving the loss of a loved one.

Our most notable effort to transform unjust structures of society has been St. Luke's support of GLTB people and issues. On an individual level we are recognized for being a welcoming congregation and on a societal level by supporting laws and changes in laws to advance equal treatment and Marriage Equality. In addition the Dean has read the Bishop's statement on Health Care Reform before the State Legislature.

To safeguard the integrity of creation, we participate in the City of Portland's recycling program. We moved to using china mugs instead of paper or Styrofoam for Sunday morning Coffee Hour. The heating system was converted from oil to natural gas.

Many of the above mentioned activities continue currently with varied degrees of involvement reflecting the changing times in which we live and interest within the congregation. An Eco-Justice Group is active in the church and within the community, being an interface with people outside our walls. The Episcopal Network for Justice is active in the congregation. A monthly SAGE (Services to Advocate for Gay, Lesbian and Bisexual Elders) dinner is held at the church. We continue to be recognized as an open and inclusive community of faith.

Where we are going:

There is strong satisfaction with the traditional forms of music and worship while at the same time an interest in exploring new ideas.

The vestry, clergy, and parishioners have expressed a desire to attract non-church attenders and to increase the size of our congregation, for both spiritual and practical reasons.

We have a constant stream of newcomers although the size of our membership remains stable. A defined program of incorporation for newcomers would increase their sense of belonging at the outset and a formalized program of routine pastoral contact would work to deepen that relationship over the years.

An objective that remains a challenge is growing our membership. We have not devised a "pathway for membership" and followed up with specific members to assess their progress. Various communication and social media tools are being used on a regular basis.

Living the Christian Faith Goals and Objectives

[Please refer to the chart below for specifics of what has been tried to reach the stated goals and objectives.]

Worship together to respond to our needs and those of others

Belonging to a faith community and worshiping are primary reasons we come together in fellowship. Engaging new members in parish life is critical as we strive to grow our congregation. There is strong commitment to preserving our traditions of worship while exploring new expressions of faith.

Worship

Goal 1: Meet the spiritual needs of our congregation and potential congregants in worship

Objectives: Evaluate the worship schedule for effectiveness and styles of worship

- Research different styles of liturgy
- Make recommendations to the Dean for the Sunday service schedule; times, dates, types of services
- Create a schedule to experiment with different liturgies
- Evaluate the new liturgies

Caring for One Another and Responding to Human Need

Goal 2: Formalize Program of Routine Pastoral Contact

Objectives: Identify present resources and systems for lay and clergy pastoral contact to members, newcomers and people outside our membership

- Identify strengths and weaknesses in present systems
- Create a plan to be used as a guide for those engaged in carrying out pastoral contact, including a system for ongoing review
- Determine the financial and human resources needed to carry out the plan
- Implement the program and evaluate effectiveness after one year

Inclusion

Goal 3: Develop Program of Inclusion for those new to St. Luke's

Objectives: Evaluate our current practices and implement new methods

- Identify ten recent newcomers and interview them about their experience. What helped them to feel included or excluded
- Using that information, create a path from "the door" into the center of "the body. Identify which events, activities and volunteer opportunities are good entry level opportunities
- Identify people to be assigned the role of sponsor to a new member for one year. The activity of the sponsor could be called "creating bridges"
- Develop a similar age appropriate program for children
- Evaluation. Identify and interview ten newcomers one year later

<p>Worship (Goal #1 of the Strategic Plan) Meet spiritual needs in worship of our congregation and potential congregants.</p>	<p>Vestry and Congregational Responses</p>
<p>Objectives: Evaluate the worship schedule for effectiveness and styles of worship.</p>	<p><u>10:00 Service</u></p>
<ul style="list-style-type: none"> • Research different styles of liturgy. 	<p>Changing Eucharistic Prayers and Prayers of the People every season, including Eucharistic prayers from Enriching our worship.</p>

<ul style="list-style-type: none"> Make recommendations to the Dean for the Sunday service schedule: times, dates, types of services. 	Using the "new" Lord's Prayer -- alternating during difference seasons.
<ul style="list-style-type: none"> Create a schedule to experiment with different liturgies. 	Making sure that every Sunday includes at least one hymn from a source other than the blue hymnal.
<ul style="list-style-type: none"> Evaluate new liturgies. 	Using a Lutheran ELCA prayer for October (500th anniversary of the reformation).
<i>This goal has been met in many and varied ways.</i>	Moving the pews to "worship in the round" -- for Lent and for the time of construction. Well received by many, made some nervous. One person left!
	Using "Affirmation of Faith" instead of the creed. Well received by many.
	Using "Prayers of the People" from Daily Prayer for All Seasons instead of regular forms.
	Using the confession from Enriching our Worship.
	Using a variety of different blessings.
	Using different versions of readings -- for example, modern "play" versions of certain texts during the Easter Vigil and Palm Sunday Passion.
	Use a bulletin format that prints all the needed information for the service so worshipers unfamiliar with our service have an easier time following.
	<u>5:15 Service</u>
	Using Eucharistic Prayers written by members of the congregation.
	Branding it as a "twilight service" and marketing it to the wider community.
	Hiring a variety of musicians to provide different music than the 10:00. This was approved by the Vestry in 2017. Results have been mixed, as the music has not shown a significant increase in attendance at the 5:15 service.
	Using candlelight and a variety of different set ups in the chapel, using the garden in the summer.
	Use a bulletin format that prints all the needed information for the service so worshipers unfamiliar with our service have an easier time following.
	<u>Other</u>
	Made sure the Easter Vigil and Lessons and Carols included other churches.

	Started rotating community celebration of Thanksgiving Eve.
	To supplement our current worship schedule, a Family Service is being considered.
Goal 2: Formalize Program of Routine Pastoral Contact	
· Identify strengths and weaknesses in present systems.	Deacon and Pastoral Staff – began an attempt to go through the church directory and contact all parishioners at least once a year. Each person on the staff at the time took a list of members. Given the current available staff – difficult to maintain.
· Create a plan to be used as a guide for those engaged in carrying out pastoral contact, including a system for ongoing review.	Staff regularly visits people in the hospital, if they are made aware of it.
· Determine the financial and human resources needed to carry out the plan.	Pastoral Care Committee and Eucharistic visitor program serves many members in throughout the year.
· Implement the program and evaluate effectiveness after one year.	A twice monthly support group for Caregivers is held and staffed by parishioners.
	A monthly Parish Supper was initiated in the Fall of 2017 to encourage fellowship and inclusion.
Inclusion (Goal #3 of Strategic Plan) Develop program of inclusion for those new to St. Luke's	Vestry and Congregational Responses
· Identify ten recent newcomers and interview them about their experience. What helped them to feel included or excluded.	Dick Rasner formed a small committee to begin tracking new members – his departure left a gap in leadership and attempts are being made to reinvigorate.
· Using that information, create a path from "the door" into the center of "the body. Identify which events, activities and volunteer opportunities are good entry level opportunities.	Visitors receive letters from the Dean
· Identify people to be assigned the role of sponsor to a new member for one year. The activity of the sponsor could be called "creating bridges".	Guest book at both doors to the Cathedral ask for information from visitors and potential new members.
· Develop a similar age appropriate program for children.	Cards at each pew offer an opportunity for people to request a call, visit or other information from the staff.
· Evaluation. Identify and interview ten newcomers one year later.	The Epistle is sent to anyone who indicates an interest.
	Each year a New Member/Intro to the Episcopal Church is presented by one of the Deacons, Ben or Suzanne.
	A Hospitality Committee is seeking to offer welcome at concerts and other venues held at St. Luke's by outside groups. This is a means of outreach to those not familiar with St. Luke's.
	As mentioned earlier – a specific program following new members and pathways for members has not been established. A goal would be to have a new canon pastor facilitate this effort.
	Recognizing new members in the worship service as a way to make the congregation aware of who they are.

Living the Christian Faith						
<u>Goals (What we hope to achieve)</u>	<u>Objectives</u>	<u>Objectives</u>	<u>Objectives</u>	<u>Objectives</u>	<u>Objectives</u>	<u>Objectives</u>
	(Steps along the way)	(Steps along the way)	(Steps along the way)	(Steps along the way)	(Steps along the way)	(Steps along the way)
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	
Worship						
Meet spiritual Needs in Worship - Of our congregation - Of potential congregants	Resesarch liturgy styles Recommend to Dean a 2014 svc sched Advt new sched	Advt new sched Experiment w/ new liturgies	Eval new liturgies and sched and revise as needed			
Caring						
... for one another and responding to human need Formalize program of routine pastoral contact	Ident strengths and weaknesses in present sys Create plan as guide	Determine resources needed Implement new pastoral contact sys	Evaluate effectiveness			
Inclusion						
Dev pgm of inclusion for those new to St. Luke's	Eval current practices - 10 newcomers - create path from door to ctr	Ident sponsors Implement	Eval - compare another 10 new comers to last class Dev similar pgm for children			

Widening Circles

Where we are now:

Presently the Cathedral Church of St Luke is home to St. Elizabeth's pantry where 300 people or more are offered non-food essentials on a weekly basis. The Food pantry serves clients weekly. Our active Haiti ministry provided funds to build a food storage building in Duny, serve lunches, and secured a grant to build a school. The Soup Kitchen team serves one meal a month at the Preble Street Resource Center to over 200 clients. We collaborate with Preble Street, the Maine Hunger Initiative and the Wayside Soup Kitchen. In addition we contribute to special offerings such as the Dean's Discretionary Fund Offering, United Thank Offering, Episcopal Relief and Development and offerings for Theological Education.

Our 1867 cathedral is a historic treasure, filled with art and beauty. Emmanuel Chapel built in 1905 is remarkable for its architecture. We are the home of the Portland Rossini Club and the concert venue for many Portland area groups. The Nave is used for art shows, lectures, presentations, and other community events. We recently began participating in Portland's First Friday Art Walk.

Our Christmas and Easter Worship Services, Evensong Services and choir are renown across Maine. The 1928 Skinner Organ is one of the best in the city and our organist and organ recitals are world class. The Cathedral is used for concerts, weddings, funerals and other events for the Portland Community. Over 50 cultural events are held during the year.

The upper and lower parish halls are generously offered and utilized by community groups, recovery groups, and Diocesan events for youth and adults. We are a coalition partner with the Religious Coalition Against Discrimination and Mainers United. We have served as the home for Portland area clergy groups and ecumenical and inter faith events.

Emmaus House, a community of young adults, occupies the former Deanery space. The seven residents, most of whom are students, meet regularly to share meals, pray and **support one another in their life journeys.**

Where we are going:

The desire of the congregation is to develop a broader relevance to modern society and create collaborative connections resulting in growth of the congregation. The Bishops charge is to move the frontlines of ministry into the community. This can be achieved through community involvement, establishing our presence in the city of Portland. Also by being recognized as a church where unique and meaningful worship and fellowship happens.

It should also happen by expanding our broad based music program utilizing our exceptional organ and space while addressing the variety of musical interests and age ranges of the congregation and community.

Widening Circles Goals and Objectives

Move toward a broader audience. Grow our membership.

Historically a cathedral has been a gathering place for a whole community. It is a patron of the arts, open to the broader community, offering educational and civic engagement. The challenge is to become that beacon while rooted in our spiritual traditions.

It is clear that there is still an earnest effort being made in the Cathedral to welcome new members. Below please find ways in which St. Luke's has approached meeting the specific objectives laid out in the strategic plan.

Community

Goal 1: To develop a broader relevance to modern society and establish our presence in the city of Portland.

Objectives: Engage the Portland community in conversation asking the question "what it is they need from St. Luke's". Invite recognized leaders as well as people who already use our facilities.

- Adopt one issue presented at the Community Forum, such as low income housing, to study in depth how it impacts Portland and steps St. Luke's can take in addressing it.

Between being the host for the Maine Episcopal Network for Justice and welcoming the leadership from Mercy Hospital for community forums, dinners about Haiti, a service to end gun violence, and other similar events, it is fair to say that the members of St. Luke's have taken their responsibility as community leaders seriously. While we have not specifically adopted the weekly issue approach, St. Luke's offers many opportunities for discussion on issues of importance to the community. It is easy for parishioners to find an outlet for their passions among established programs, and we have taken steps to ensure the congregation has the ability to create their own programming if they wish. (Forms have been made available in the office for anyone wishing to create and adult educational program). Through these events, we regularly invite the community into the Cathedral for discussion and worship about relevant topics.

- Hold an Annual Community Forum inviting lay and religious leaders to debate and discuss relevant social concerns such as housing, hunger or gun violence.

See above. An added note: While we have not met this specific goal, the events mentioned above represent a significant opportunity for St. Luke's parishioners to engage in community discussions regularly. On the other hand, having a well-known guest speaker as a yearly event could bring in more outside community members.

- Explore opportunities to expand partnerships by supporting projects with other organizations. Capitalize on our historic space as a place to stimulate creativity and inspiration.

Between regular concerts and musical events, several Shakespeare productions, and the Lukuleles, it is clear we are meeting this objective. Continued efforts should be made to connect with theater groups and artists to allow them to use the space.

- Work with the Diocese to involve other churches in reaching out to social needs in the city.

Being the home of St. Elizabeth's, which has blossomed into a Jubilee Center since the creation of the strategic plan, is one example of how we have done this. I think our efforts to work with other Churches in the coming year will continue our work toward this objective.

Expansion

Goal 2: Increase exposure to the Cathedral by expanding our music program

Objectives: Research Cathedrals and other Churches with recognized music programs of excellence for the purpose of broadening our program.

- Assess the feasibility of establishing a Cathedral based Youth Choir open to the greater Portland area youth regardless of religious affiliation

There was some investigation into the feasibility of such a program, and it seems the interest is not there.

- Assure the continued maintenance of the Skinner organ for use in worship and concert performances

The organ has had regular maintenance.

- Establish a Cathedral Bell Choir

This goal has not been met, and it is unclear whether interest remains.

Growth

Goal 3: Grow the Congregation

Objectives: Actively invite visitors attending concerts and special events held at St. Luke's to attend worship and participate in our programs.

- Enhance our presence through evaluation of our use of advertising in the press, social media, website and exterior signage.

To this end, we have hired a media coordinator. This will always be a work in progress.

- Explore opportunities for inclusion in worship and participation by people already using our facilities

The vestry may want to invest time in creating some sort of 'docent' or 'official greeter' program where different parishioners are assigned to events happening in the Cathedral. The 'official greeter' could open the event by talking about who we are, inviting audience members to our services and/or to make a contribution, and also discuss our impact on the community. A fact-sheet about the Cathedral should be prepared so that 'greeters' would have a resource to review before welcoming the audience. The 'greeter' could also make themselves available for questions, if appropriate.

Widening Circles						
<u>Goals (What we hope to achieve)</u>		Objectives	Objectives	Objectives	Objectives	Objectives
		(Steps along the way)	(Steps along the way)	(Steps along the way)	(Steps along the way)	(Steps along the way)
		<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Community						
Dev Broader Relevance to Modern Society and establish our relevance in the city of Portland			Engage community in conversation - what needed from St. Luke's - Adopt one of community forum issues using volunteer study group	Hold annual community forum - discuss relevant social concerns Expl opps to expand ptrshps Work w/ Dio to involve other churches		
Expansion						
Incr exposure to cath by expanding music pgm		Assure maint of Skinner organ	Research how to broaden music program Assess feas of area youth choir Assure maint of Skinner organ	Estab Cath Bell Choir Assure maint of Skinner organ	Assure maint of Skinner organ	Assure maint of Skinner organ
Growth						
Grow the congregation		Actively invite event attendees to attend svcs. Enhance presence thru advt, use of social media, active website promo, exterior signage. Explore opps to attend Svc those using facilities				

Education

Where we are now:

Education for all ages, called spiritual formation, takes on very different characteristics, depending on focus, available resources and program design. We have managed to make good progress with a small staff of a part time Director, very minimal time from a new part time priest and volunteer assistance. On average we teach 25 students each week.

Our youth effort falls into several programs by age (for more information please visit our web site at <http://cathedralofstluke.episcopalmaine.org/>)

- Preschoolers and Kindergarteners follow the Godly Play curriculum.
- 1st through 6th graders use Missionaries of our Time.
- Middle school and 9th and 10th grades use the J2A curriculum.
- 11th and 12th grades discuss current events through the lens of Christianity.

A Rite 13 ceremony was held in May to celebrate the passage into adulthood for current 13 year olds. Six J2A students completed their pilgrimage to Montreal this April. Four high school age students attended diocesan youth events with regularity and participated in a leadership role.

We enrich our Church school programs with Youth Fellowship events, including a Halloween party, Advent wreath making, Christmas pageant, and an all parish picnic.

Adult formation programs are varied and volunteer led with interested clergy support. Some examples are the bible study group with about 15 participants who study the upcoming Sunday scripture. Another is the 9am Explorers group who meet regularly to study and discuss a particular book. Two newcomers' classes meet each year and there is an adult confirmation class. Periodically we have guest lecturers and parishioners often lead lecture series.

The Vestry is well-acquainted with the decline in Youth participation we have experienced since this document was written 5 years ago. We are now averaging fewer than half the 25 students that were attending weekly in 2013. Youth Event programming has also had difficulties gaining adequate participation. Adult programming is stable and satisfactory. It is a somewhat different landscape than Youth Formation in that it is constantly, has willing volunteer leadership and is offered to a large pool of interested participants.

Where we are going:

The strategy is to build on existing curricula, to fill the all too often understaffed 7th to 12th grade programs, and to ensure that all our programs provide significant opportunities for personal and community growth.

This will require significant and well trained staffing resources, materials, course design, and volunteer commitment. Investment in new teaching and learning methodologies is paramount if we are to be

serious with our long term goal to build education excellence for youth and adults, to not only serve our students, but to build on the common good.

The challenges to successful youth education laid out in 2013 are the same today. Finding committed volunteer teachers, providing adequate training and on-going supports throughout the year are critical to our future success.

Education Goals and Objectives

Provide new opportunities for faith development and learning

The goals and objectives below will enable us to improve what we already do well, and to recognize that education should be inspirational, guiding us all to use the power of knowledge as a tool to better serve the common good.

Oversight

Goal 1: Establish a Christian Education Oversight Committee. Working in collaboration with the Education Director and the Dean, this committee will respond to parish needs and lead education organization and programs for youth and adults.

Objectives:

- Form the committee and set priorities
- Create an educational outline for the school year
- Perform a year-end evaluation of results
- Communicate the nature of St. Luke's formation programs with the congregation

Efforts were made over the last 5 years to establish a committee and meet these objectives, first by Sarah Dowling and then by Martha Parshley. At the end of last year an effort was made to re-engage parents led by Anna Klein-Christie, but it was not carried forward. A new Christian Ed Committee has been formed which is doing much of what has been laid out in this plan: to provide a structured program, strong volunteer training and continuing support, and on-going guidance and planning throughout the school year.

Adults

Goal 2: Improve the adult formation program.

Objectives:

- Identify areas of interest, budget and plan yearly calendar
- Identify instruction technique
- Promote and communicate calendar of events

There is some structure and planning involved in Adult formation, but it is largely one-offs flowing from volunteers leading the programs they are energized about bringing to the Cathedral.

Youth

Goal 3: Improve youth formation programs

Objectives:

- Establish teacher training program
- Secure and train youth leaders
- Provide leadership opportunities for our youth in worship
- Evaluate effectiveness of teacher knowledge and technique
- Remove Youth Fellowship events planning from education responsibility
- Evaluate and revise curriculum as needed

As stated above, the Christian Ed Committee is working on all of these areas and plans to have Youth programs in place for all age levels in the fall. Once the new Canon Pastor arrives the Committee will continue to function, but in an advisory/support role during the year. There is some concern that the lack of the half-time Christian Ed Director position may affect the success of the program and the ability of the Canon Pastor to have a global experience at St. Luke's.

Education						
<u>Goals (What we hope to achieve)</u>	Objectives (Steps along the way)	Objectives (Steps along the way)	Objectives (Steps along the way)	Objectives (Steps along the way)	Objectives (Steps along the way)	Objectives (Steps along the way)
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	
Oversight						
Est Ch Ed Oversight Committee Cmmte coordinates with Dean and Ch Ed Dir to respond to parish needs and lead ed org and pgms for youth and adults	Form CEO Committee and set priorities Create ed outline for year	Do Y/E eval of Ch Ed programming Communic nature of formation pgms w/ congregation				
Adults						
Improve adult ed pgm		Identify areas of interest, budget and plan yearly calendar Identify instruction technique Communicate calendar of events				
Youth						
Improve youth formation programs	Establish teacher training pgm Secure and train youth leaders Provide leadership opps for youth in worship Remove event resp from education	Eval effectiveness of teacher knowledge and technique Eval and revise curriculum as needed				

Marketing and Evangelism

Where we are now:

We take very seriously the warm handshake and greeting of people, making all who come here feel comfortable, respected and appreciated in our surroundings. We are careful to impart history whenever we can and we entertain in many different ways through coffee hours, dinners, foyers, specific group celebrations, and so on.

We take a serious stand for diversity and support a wide variety of social differences. We support the formation of new groups that might form to analyze, celebrate and discuss change and diversity. Our mantra is centered on inclusion.

We use communications as an integral part of our activities. Our web site, Facebook, the “E-pistle”, letters from the Dean, written brochures and advertising are all specific to making ourselves better known and attractive. In reaching out we disseminate information seeking to attract new members and to grow.

Where we are going:

Over the next few years there is an important opportunity for us to broaden widely our sense of mission using marketing and evangelism as guiding principles.

The key will be to make evangelism much more than hosting or entertainment. Marketing will become a cornerstone for measuring how well we can identify our strengths, how well we can expand our membership and influence, and how St. Luke’s will become a beacon for all.

Of the many subjects that could rise to the top for consideration, we have chosen four areas to focus on and be measured by:

- Improved and consistent communications: Web Site, E-pistle, Bulletins
- A focus on hospitality
- Improved entrances and landscape design
- A solution to the parking problem

In reading the details associated with marketing and evangelism think of it as a means to an end. This expanded notion will give what we already do more dimension and purpose.

Our goals ultimately need a well-defined strategy and expanded reach to eliminate barriers and present the very best we have to offer.

Marketing and Evangelism Goals and Objectives

Promote a hospitable, informative and welcoming framework for all

Moving from effective hospitality to complete marketing and promotion will enable us to appeal to new and existing audiences. As we position ourselves for the future the key to success is to ensure we make ourselves more visible and welcoming.

Communications Tools

Goal 1: Use an improved web site for electronic communication. Consider social media and revise the E-pistle. Support new technologies: broadcast, video, live streaming of Sunday Services.

Objectives:

- Assign a project leader, determine budget needs, maintain the current site until year end and hire a web design/hosting professional to achieve future objectives
- Roll out a new site and begin the integration of other social media and networking tools such as Facebook and Twitter. Add broadcasting such as webcam and YouTube
- With a Communications Director on staff, broadcast to all Maine parishes and re-evaluate new technology available then

Results to Date:

Following the Strategic Plan, we formed a Marketing & Evangelism Committee to implement these objectives. The committee launched a new website, engaged a graphic designer to develop a new brand (our current St Luke's logo), and reinvented the e-pistle. The committee also worked with the dean to establish communication norms. The committee engaged with a part time communications director, who transitioned into managing most of the communication needs of the cathedral, working closely with the cathedral staff. Having completed this shift of responsibility, the committee dissolved.

Our current Communications Director is Joan Carney. With Joan, we have transitioned to our current website and social media presence (primarily Facebook). She is assisted by Lynne England and a few other parishioners to maintain a steady flow of fresh and up-to-date content online, in addition to the weekly e-pistle. With Joan's guidance, our website and marketing strategy has greatly improved.

For some time now, we have been live streaming our worship services online, managed by Jack Swinton. This has been a wonderful and new way to invite people in, with on average 25 people joining us online each Sunday in 2017. We expect this ministry to continue to grow. Videos of past services are available through the website.

(see <http://stlukesportland.org/index.php/sunday-live-stream/>)

Technology

Goal 2: St. Luke's will lead the way by focusing on newer ways to market.

Objectives:

- Rewrite brochures to accurately and consistently reflect our mission and goals.
- Hire a new Communications Director reporting to the Dean. Write a marketing plan and bring an advisory communications committee together.
- Implement the plan and measure it by new membership and overall satisfaction.
- Evaluate and adapt new technologies where relevant. Update Website accordingly

Results to Date:

Our Communications Director, Joan Carney reports to the dean and works with staff and a few others on vestry to implement a marketing strategy. Joan is continuously updating the website.

She has also created new welcome materials and brochures, as well as a new welcome banner that is prominently displayed outside on the bell tower. Joan's marketing materials have highlighted not only our amazing cathedral space, but more importantly, our people -- our community, our diversity, and our inviting hospitality. In the coming weeks, a few volunteers will disseminate these brochures around the city at prominent gathering places – coffee shops, bulletin boards, libraries, etc.

We recognize this to be a work in progress, as we continue to test what works, what doesn't. Our primary goal is for people to know who we are, Whose we are, and what we are about. We no longer want to be Portland's Best Kept Secret!

Entrance Improvement

Goal 3: Improve both entrances to be more visible and welcoming. Provide inviting landscaping.

Objectives:

- Assign a project leader to guide in evaluating the scope of the project, estimate the cost and timing.
- Develop a detailed plan, evaluate construction needs, fine tune costs and timing in relation to other project needs

Results to Date:

Mostly due to budget constraints, we haven't done a lot to improve the visibility of the entrances (especially Park St.) The Building & Grounds Committee maintains landscaping on the State Street side, and plans to do some minor landscape on Park Street this summer, along the sidewalk border.

Parking

Goal 4: Improve parking access and continue to address the parking problem.

Objectives:

- Assign a project leader to guide in the evaluation of alternatives such as the Portland Club, Mercy, Valet parking, both sides of State St, garage and others.

Results to Date:

As part of the capital campaign and in accordance with this goal, we have repaved and restriped the parking lot. We have added the Holiday Inn parking garage as an option and communicated this on our website. Valet parking to date has not been implemented.

Marketing and Evangelism						
<u>Goals (What we hope to achieve)</u>		Objectives	Objectives	Objectives	Objectives	Objectives
		(Steps along the way)	(Steps along the way)	(Steps along the way)	(Steps along the way)	(Steps along the way)
		<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Communications tools						
Use an improved web site for electronic communications. Consider other social media, revise the E-pistle. Support new technologies: broadcast, video, live streaming svcs.		Assign project leader Determine budget needs Maintain current site until year end Hire professional 3Q	Budget annually for maint Roll out new site 1stQ Integrate other social networking tools Add broadcasting : Youtube, etc	Re-eval new technology Move resp to Communic Dir. Broadcast to all parishes		
Technology						
St. Luke's Leads the way ... focus on newer ways to market		Rebuild brochures to reflect mission and goals	Hire Communic Director. Write generalized marketing plan. Bring advisory committee together.	Implement marketing plan. Measure by new membership and satisfaction	Eval and adapt new technologies Update web site accordingly	
Entrance Improvement						
Improve both entrances to be more visible and welcoming. Provide inviting landscaping.			Assign Project leader Eval proj scope Est cost and timing	Dev detailed plan, evaluate const needs Fine tune costs Determine timing Eval re other projects	Begin and proceed with construction	Finish const Project finished
Parking						
Improve parking access and continue to address the parking problem			Assign Project leader to guide eval of alternatives Ptld Club Mercy Valet pkg Both sides of State St. Garage Other	Dev parking plan for approval	Implement plan	Review progress

Stewardship/Building/Financial

Where we are now:

The Cathedral building is the heart of where we meet, worship and experience the love of Christ among us. It is the place from which we gather the tools we need to go into the community to spread that love.

In the area of financial stewardship pledges were up 25K over 2011. Our endowment fund is virtually at the same place that it was in 2002 after experiencing market volatility and yearly withdrawals.

The building has had renovations in the past and is constantly in use with meetings, music and youth activities through the week. It is a much loved and used beautiful sacred space that is growing in numbers and presence in the community.

In order to continue to have this place for worship and provide the programs we already support, to grow and respond to the needs of the St Luke's parish, the needs of the Diocese and the needs of the community there is work to be done.

Where we are going:

To accomplish our goals a comprehensive architectural assessment of the entire campus with recommended subsequent changes needs to be made. Areas highlighted by the congregation include the kitchen, bathrooms, choir room, Sunday school rooms, seating in the Nave and Chapel, entrances, parking and others will be assessed.

We also need to implement the items recommended in the Whitaker Report including; repair of the Rose Window, Emmanuel Chapel chimney and other recommendations contained in that document.

In order to allow the above to happen we need to address financial needs. Strategies include yearly giving, planned endowment giving and launching a Capital Campaign. The objective is to provide the facilities and finances needed to meet the goals and vision of this report.

Stewardship /Building/ Financial Goals and Objectives

Be effective stewards of our sacred space, our history and our traditions

Being entrusted as stewards of a building constructed in 1867 is a daunting responsibility. Preservation and restoration of the Cathedral is critical in fulfilling our commitment of witness to our current programs and the greater community.

Significant progress has been made in regards to the preservation and restoration of the Cathedral. Below please find ways in which St. Luke's has approached meeting the specific objectives laid out in the strategic plan.

Finances

Goal 1: Assess financials to determine the need for increased yearly giving, increased Endowment Giving and a Capital Campaign.

Financial assessments identified the need to increase overall fund raising. Annual Stewardship has increased significantly in response to the plan to hire a Canon Pastor.

Some recent bequests have gone into the endowment. We have resisted all attempts to dip into the endowment for special needs. By sticking to our planned withdrawal rate of 4 percent of trailing 12 quarters, reset annually, we have been able to enjoy modest growth in the principal. Our investment allocation of 60 percent equities and 40 percent fixed income is conservative. There is a continued need to grow the endowment and raise awareness about planned giving.

The Living Stones Capital Campaign was launched in 2015 and was a success (details below).

Objectives:

- Launch a Capital Campaign

The Living Stones Capital Campaign, launched in 2015, successfully raised \$1,721,395 in pledges (including the sale of the deanery), of which \$1,417,350 has been collected. Pledge reminders are mailed annually.

- Give the Endowment Committee additional support to implement their plan for a larger presence in the congregation through educational forums and workshops

The Cathedral held a Planned Giving workshop led by Betsy McCandless in February, 2018.

- Develop timely and specific information and methodologies to inform the congregation of budgetary progress and issues throughout the year

Financial reports are included in the Vestry minutes and are posted on the web site. A finance report is included in the Annual Meeting and a budget and finance meeting, open to the parish, is also held annually.

Repairs

Goal 2: Implement repairs called for in the Whitaker report

Objectives:

- Initiate the repairs of the Rose window and wall

Repairs of the Rose Window and East Wall are complete. We are awaiting the reinstallation of the lancet windows.

- Repair the Emmanuel Chapel Chimney

This repair is complete.

- Implement other recommendations in the Whitaker Report

See objectives below. With the Diocese's work on the Chapel, many deficiencies in the building envelope identified in the Building Envelope Specialists survey have been corrected.

Facilities

Goal 3: Assess how to best meet our needs with our present facilities so that new objectives in this plan can be met.

Objectives:

- Hire an architect to present plans for redesigning the following areas, prioritize suggestions and set them in motion
 - Seating in the Nave and Chapel

Pew cushions have been purchased and installed. Shelving for hymnals and prayer books have been constructed and installed.

- Kitchen renovation

The Building and Grounds Committee has commissioned a new kitchen design and quotes for a new ventilation hood, new appliances, and cabinetry. An engineer report on the structural condition of the kitchen floor was completed. A new dish washer has been purchased and installed. Next steps on the kitchen and on the items listed below will depend on cash flow and other building improvements/priorities.

- Additional bathrooms
- Meeting rooms
- Choir room renovations
- Classroom renovations
- Audio visual modernization

Stewardship - Bldg & Finance						
<u>Goals (What we hope to achieve)</u>	Objectives	Objectives	Objectives	Objectives	Objectives	Objectives
	(Steps along the way)	(Steps along the way)	(Steps along the way)	(Steps along the way)	(Steps along the way)	(Steps along the way)
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	
Finances						
Assess financials to determine need for - incr yearly giving - incr Endow giving - Capital Campaign		Launch cap campaign Enhance endow comm education, workshops communic ongoing budget info to cong				
Repairs						
Implement repairs from Whitaker Report		Initiate repairs of Rose window and East wall Repair Em Ch chimney Implement other sugg: W Report				
Facilities						
Assess how to meet needs with present facilities so new objectives in this plan can be met	Hire architect for redesign plans, prioritization, and implementation for: - Seating in Nave and Chapel - Kitchen reno - Addt'l bathrooms - Meeting rooms - Choir room reno - Classroom reno - Audio Visual modernization	Form planning and decision committee to dev plan				

Leadership

Where we are now:

We are currently in a make do mode. We struggle with too little staff, unclear goals, and a lack of training and supervision. Both staff and volunteers are working very long hours to fill in for much of the work that needs to be completed. We are behaving as a pastoral church that would typically be much smaller with significantly fewer programs than at St. Luke's.

This situation has not changed significantly. We have lost two Deacons: Betsy Deleuse through retirement, and Dick Rasner through relocation. Betsy and Dick essentially worked full-time, serving St. Luke's in many ways equivalent to the role of Associate Priest. Recently, Deacons Alice Goshorn and Rebecca Grant have help pick up some of the roles that Dick and Betsy had taken on, but both Alice and Rebecca serve only part-time with Alice primarily assisting with worship services and Rebecca additionally taking on the role of Outreach Coordinator.

We have added a part-time Communications Coordinator who has implemented numerous improvements to our external visibility and internal communications.

We are seeking an ordained Canon Pastor to add additional staff to bolster our Christian Education programs, particularly with youth, and to enable us to extend our Pastoral Care efforts. Until this position is filled, we remain struggling with too little clergy staff.

Where we are going:

In the future, St. Luke's leadership must take on the look of a corporate or program sized church. This will mean additions to staff, stricter adherence to delegation of responsibilities, well defined and measurable goals and objectives. Changed clergy roles, consistency of reporting and a continual review of how we are meeting the mission before us will be paramount.

We have yet to institute mechanisms for establishing well-defined and measurable goals and objectives for staff and volunteer positions.

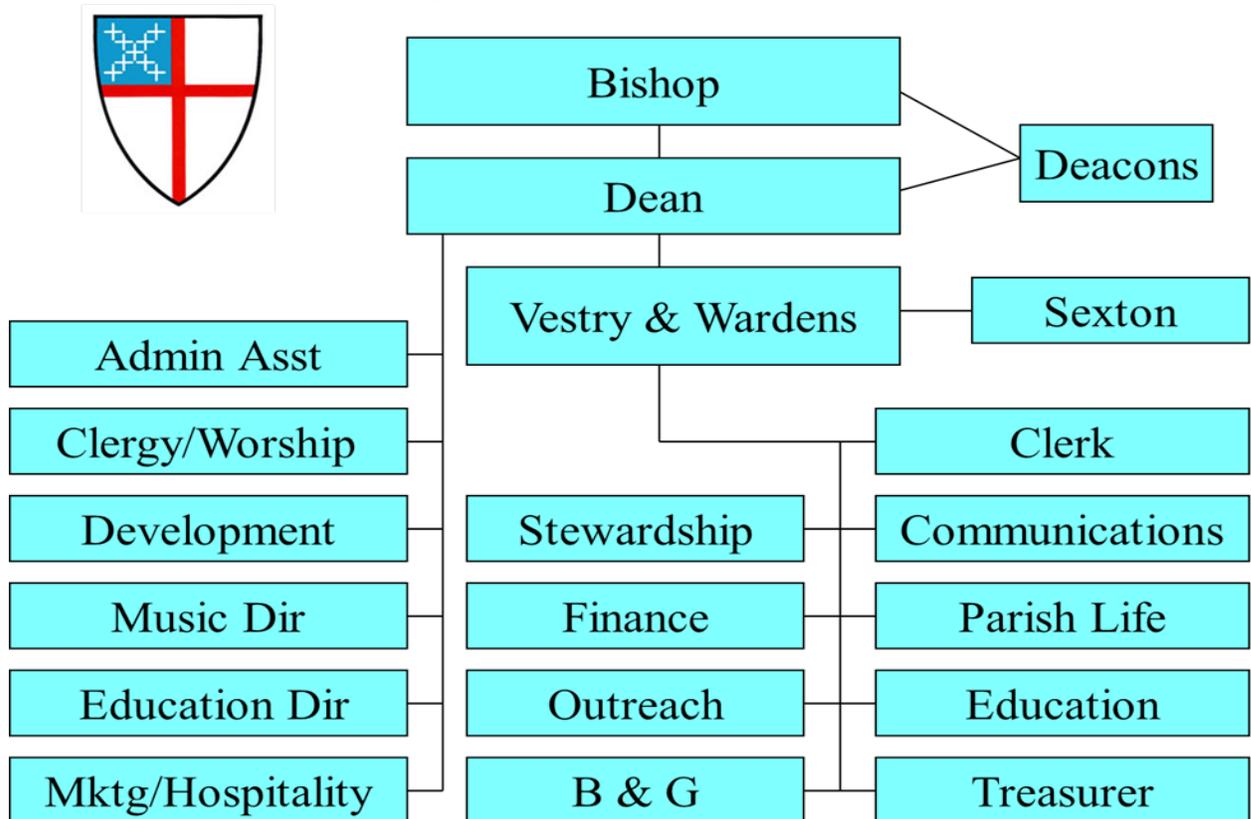
We did set a very specific Stewardship Campaign goal for 2018, with the objective of an increase that would allow hiring a Canon Pastor. We appear to have reached the goal in practical terms, perhaps falling a bit short in the dollar amount of the goal.

Volunteer programs will need to be assessed for need, leadership, new ideas and changing roles.

We have not done this assessment across the board, although it seems that adjustments have been made at times. Vestry roles have evolved, for instance.

Below is a leadership model of how such an organization might look.

The Cathedral Church of St. Luke



Most of the roles in this organizational chart are currently filled and working well. The Communications position is filled and is effective. There is not an active Worship Committee. The Development position has seen some progress with new focus on increasing awareness about Planned Giving. The Education Director position is in flux, awaiting filling the Canon Pastor position. Outreach is being headed by Deacon Rebecca Grant. Parish Life efforts are much improved with greater emphasis on newcomers and hospitality. The Sexton position has lacked good staffing continuity for an extended period.

Leadership Goals and Objectives

Develop leadership abilities to support our mission

Leadership will be a key component to determine whether St. Luke's meets its strategic plan targets and whether the Cathedral, its staff and volunteers are serious about the mission. Leadership doesn't mean one person, but the whole organization. While the tone is always set from the top, it takes contributions from everyone involved to be recognized as a leadership organization. The following goals and objectives will be a useful set of parameters to get there.

Structure

Goal 1: Implement organization structure to meet short term and longer term goals.

Objectives:

- Establish task force to evaluate and affirm organizational needs
- Define staff and lay roles and needed resources
- Propose and obtain approval for structure
- Determine resources, people, funding and timing for implementation
- Establish goals and performance criteria
- Set measurement and review methods
- Implement and re-evaluate according to need changes
- Develop a process for taking on new initiatives

The objectives listed have not been met, for the most part.

Implementation

Goal 2: Implement the strategic plan with the Dean as the responsible executive administrator

Objectives:

- Establish with the Dean a Council to manage the implementation of the strategic plan
- Evaluate project scope, costs and timing
- Report periodically to the vestry and parishioners

The implementation has not occurred.

Overall comment: Implementation of the Strategic Plan's leadership suggestions would require an intensive commitment to the task. We need to prioritize and perhaps revisit all of the Plan's recommendations because we simply lack the resources to tackle everything. Much will depend on availability of volunteers because we are already moving forward on several fronts.

Leadership						
<u>Goals (What we hope to achieve)</u>		Objectives	Objectives	Objectives	Objectives	Objectives
		(Steps along the way)	(Steps along the way)	(Steps along the way)	(Steps along the way)	(Steps along the way)
		<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Structure						
Implement Org structure (see written goals and objectives for a typical organization chart)		Est task force to eval and affirm org needs Define staff and lay roles and needed resources (see written goals for details)	Propose and obtain approval for structure Determine resources, people, funding and timing Est goals and performance criteria Set measurement and review methods	Implement and eval according to need changes	Dev process for new initiatives	
Implementation						
Implement strategic plan w/ Dean as executive administrator		Est Council to manage implementation	Eval scope and timing Report periodically to vestry and parishoners	Oversee continued implementation	Oversee continued implementation	Oversee continued implementation