

# Holy Cross Faith Memorial STRATEGIC PLAN

## **In the Strategic Plan Holy Cross Faith Memorial Episcopal Church Affirms & Nurtures the Following Values & Beliefs:**

- **We value and celebrate our multi-racial and multi-cultural heritage.**
- **We value and nurture strong clergy and lay leadership.**
- **We value being a spirit filled community of faith that is willing to take prayerful risks & put our faith into action.**
- **We value our Episcopal heritage & traditions and our future as a member parish of the Episcopal Church of the USA.**
- **We value being a caring, compassionate & welcoming community to all members of the diverse Body of Christ and to new ideas.**
- **We value the process of managing conflict, change & new ideas in healthy ways.**
- **We value the God given and inspired talents and gifts of all members of the Holy Cross Faith Memorial community.**
- **We believe that HCFM is a true experiment in Christian Community that is working.**
- **We value our passion for enlarging the Body of Christ & are welcoming to those who come to our doors.**

As a unique faith community and as a congregation of the Body of Christ, Holy Cross Faith Memorial Episcopal Church seeks to fully embrace these values and beliefs by strengthening our core ministry areas. The following goals and supporting objectives will strengthen and nurture our core ministries for the foreseeable future:

## **EVANGELISM & CHRISTIAN FORMATION MINISTRIES**

### Goals:

- To provide quality, thought provoking, engaging programs for all ages to assist with the understanding of how we, as Christians, live the gospel.
- To provide as many HCFM parishioners and friends, of all ages, with opportunities for MISSION. This includes local, regional, national and international opportunities for MISSION.
- To more effectively communicate with the entire HCFM community about programs, activities, events and other opportunities for ministry.
- To provide expanded educational programs, classes and opportunities which will enhance and support lay ministry and clergy and lay leadership development.
- To ensure that all members and friends of the HCFM community are given ongoing opportunities to learn about the rich history and heritage of this faith community.

### Objectives:

1. We will provide Gospel based programs, fellowship and educational offerings.
2. We will empower the HCFM clergy, staff and lay leadership of all ages for ministry.
3. We will provide educational opportunities to our local parish community, to this region, nation and to selected international communities about HCFM's educational offerings and opportunities for evangelism.
4. We will provide an educational overview of the unique history and heritage of HCFM to youth and adult confirmation classes.
5. We will provide opportunities for interested persons in this region to become familiar with HCFM's opportunities for evangelism.

## **COMMUNICATIONS & OUTREACH MINISTRIES**

### Goals:

- To use all available communications media and processes to inform and educate HCFM's internal and external constituencies about HCFM's mission, supporting internal and external outreach ministries, programs and activities.
- To most effectively use the resources of HCFM and the surrounding region to increase awareness and understanding about, and participation in HCFM's programs and ministries.
- To effectively respond to the parish and the greater community's needs through effective use of communications media, activities and ministries and to secure appropriate funding and support for these ministries.

### Objectives:

1. The Vestry will establish a Communications Committee to develop comprehensive communication plan. This plan will utilize existing media resources and recommend additional methods for enhancing communication between Clergy, Vestry, and Parishioners.
2. We will reach every member and regular visitor at least monthly to explain HCFM happenings and opportunities for service and to offer opportunities for feedback.
3. We will add an email newsletter as a regular communications tool for members and friends of the HCFM community.
4. We will better utilize the internet as a tool for communicating with our internal and external audiences.
5. We will proactively use the media and other public relations channels to inform the community about our internal and external outreach ministries.
6. We will increase the use of targeted marketing and advertising to inform and educate HCFM's internal and external constituencies about our parish programs, activities and opportunities for worship and ministry.
7. With respect to specific outreach ministries which comprise the HCFM community:
  - a. We will identify, recruit and engage more professional health care volunteers to handle the Smith Medical Clinic's growing demand for services.

- b. We will increase community awareness and visibility about the Adult Day Care Program to help generate additional volunteers and resources for this important ministry.
  - c. We will increase awareness and visibility about the importance and need for the HCFM Food Pantry, thereby increasing awareness about the need for increased donations of food.
  - d. We will promote awareness and visibility for HCFM's relationship with St. Elizabeth's Place and the opportunities to serve this vital ministry.
  - e. We will use targeted marketing opportunities in Spanish to increase awareness and participation in HCFM's growing Hispanic Ministry.
8. We will better use our on and off campus outreach ministries to effectively build relationships within the African American community and to use these new relationships to develop new alliances and outreach ministries.

## **WORSHIP MINISTRIES**

### Goals:

- To promote and maintain worship experiences which are thoughtful and welcoming.
- To encourage, promote and empower lay involvement and ministry in HCFM's various lay liturgical roles.
- To encourage our youth to participate in HCFM's various lay liturgical ministries.
- To continue to empower the Eucharist as the central focus of our liturgical life together, in keeping with our Episcopal tradition and with the Book of Common Prayer.
- To continue to strengthen our growing music program.
- To continue to nurture and reinforce the outstanding preaching, which is a hallmark of the worship experience at HCFM.
- To continue to strengthen our attendance, participation and leadership in worship opportunities throughout the week.

### Objectives:

1. The Vestry Worship Representative will conduct meetings with the Rector about liturgical issues and conduct training for lay liturgical ministry opportunities.
2. The Rector and Vestry Worship Representative will identify, recruit and engage a Parish Worship Committee to better involve, inspire and educate our parish community about opportunities to participate in HCFM's worship life.
3. We will provide regular, ongoing programs for empowerment and training of our HCFM lay adults and youth for service in appropriate liturgical ministries which include:
  - a. Training Lay Eucharistic Ministers to assist in worship services and to take the Eucharistic elements to the sick and homebound.
  - b. Training Acolytes.
  - c. Training Lay Readers.
  - d. Training the Altar Guild.
  - e. Training the Flower Guild.
4. We will provide education about various aspects of our Episcopal liturgical worship.
5. We will continue providing opportunities for our clergy to attend specialized continuing education about liturgy and preaching.
6. We will provide opportunities for feedback and a response mechanism for the HCFM community to respond to the preaching they hear at HCFM.
7. We will work with HCFM's Director of Music Ministries to expand the Choir and Music Ministry.
8. The Rector and Director of Music Ministries will work with local and regional institutions of higher education to involve music students in the life of our music ministry.
9. The Rector, Director of Music Ministry and Director of Youth Ministry will actively involve HCFM's youth in the parish's expanding music ministry.

## **PASTORAL CARE MINISTRY**

### Goals:

- To provide a parish community where all members of the Body of Christ are valued, cared for, loved and affirmed as unique persons.
- To continually provide programs, services and activities, which encourage and support increased involvement from the HCFM community in all areas of pastoral care.
- To continually empower our clergy, lay leaders and parish community to be intentionally sensitive and empathetic to the diversity of pastoral needs present within our parish family.
- To be spiritually and physically present, with a ministry of constancy, in the lives of our parishioners, friends and to those who come to us with pastoral needs of any sort.
- To proactively expand the reach of HCFM's pastoral care ministries to those with pastoral care needs in the surrounding local and regional community.

### Objectives:

1. The Pastoral Care Committee, in close consultation with the Rector and Assistant Rector, will divide our parish community into various geographical service areas for pastoral care follow-up.
2. The Pastoral Care Committee, in close consultation with the Rector and Assistant Rector, will identify, recruit and train lay pastoral care leaders who will be responsible for coordinating lay pastoral care within these geographic regions.
3. HCFM's Pastoral Care Committee will proactively identify, recruit and engage newcomers to the HCFM community in our pastoral care ministries.
4. The Pastoral Care Committee, in close consultation with the Rector and Assistant Rector, will develop and implement mechanisms via direct mail, email, etc., for discovering and responding to the pastoral needs of the growing HCFM community.
5. As requested, the Pastoral Care Committee, Rector and Assistant Rector will respond to pastoral care needs of those outside of the HCFM community.
6. The Pastoral Care Committee, in close consultation with the Rector and Assistant

Rector, will develop linkages for providing pastoral care, as appropriate, with the other outreach ministries on the HCFM campus.

7. The Pastoral Care Committee, in close consultation with the Rector and Assistant Rector, will identify and develop linkages for providing pastoral care support, as needed, with other regional community service organizations.

## **HOSPITALITY MINISTRY**

Goals:

- To be a welcoming presence to existing members, friends and to newcomers through hosting ongoing and periodic special events.

Objectives:

1. The Hospitality Vestry representatives, in close consultation with the Rector, will identify, recruit and engage a Parish Hospitality Committee.
2. The Hospitality Committee, in close consultation with the Rector, will form Shepherd Groups, based on regional geography, to visit newcomers and potential newcomers to the HCFM community.
3. The Hospitality Committee will also take responsibility for strengthening and expanding the Foyer Groups, being intentional about marketing these groups throughout the parish community.
4. The Hospitality Committee will form a Kitchen Guild to be responsible for stocking the kitchen with appropriate supplies and maintaining and supporting the kitchen.
5. The Hospitality Committee will begin to serve as a liaison with families of deceased parishioners to help plan and coordinate funeral receptions.
6. The Hospitality Committee will also take responsibility for hosting other special events including receptions for the Bishops of SC, Lenten luncheons and events for other special parish guests.
7. The Hospitality Committee will work closely with the Rector and Director of Music Ministries to collaborate with Coastal Carolina University and with local congregations to host an Annual Gospel Choir Concert and reception at HCFM.

## **STEWARDSHIP OF FINANCES, FACILITIES & OPERATIONS**

### Goals:

- To optimize the use of current facilities to support current ministries, programs and activities.
- To provide for future facilities growth as needed.
- To develop a plan for dealing with hurricanes and other natural disasters.
- To develop plans for optimizing the retention of current clergy and provide for their succession.
- To communicate more effectively among the clergy, lay leadership of HCFM and with the broader parish community regarding the wants, needs, ministries, programs and activities of the church.
- To identify, educate, inform and empower the parish community to effectively respond to the ongoing and special stewardship needs of the HCFM parish community.
- To secure a strong financial future for HCFM and its affiliated ministries and programs.
- To develop and inspire a philosophy of Christian stewardship which will empower stronger participation from all members of HCFM in giving of their time, talents and treasures to the parish's mission, ministries, programs and activities.

### Objectives:

1. We will take a physical and photographic inventory of HCFM's campus and use existing data to place an estimated value on all inventory items. This information will be stored electronically (CD ROM) and placed in the Church's safe deposit box and copies provided to the Senior & Junior Wardens for safe keeping.
2. We will inventory HCFM and Baskervill Ministries' critical documents, making copies and determining places for keeping these documents protected.
3. We will establish a plan for protecting HCFM's sacred and tangible personal property in the event of an impending hurricane or other natural disaster and establish a plan for returning this property to the campus.



4. We will ensure that residents of St. Elizabeth's Place are covered by a disaster and safety plan to be established by Baskervill Ministries.
5. If needed, the Vestry will appoint a committee to study the current use of HCFM's facilities.
6. We will establish a list of potential future facilities needs, along with a timeline and projections of resources needed for constructing these potential new facilities. We will present this facilities needs assessment to the Vestry for review and potential follow-up after the conclusion of the upcoming capital campaign.
7. Working with the Rector and fundraising counsel, the Vestry will develop a compelling case for support for HCFM's annual stewardship needs. The Vestry and Annual Stewardship Committee will effectively inspire and communicate these ongoing stewardship needs to the entire HCFM parish family.
8. Working with the Rector and fundraising counsel, the Vestry will develop a strategy for personally soliciting all HCFM parish households and those of HCFM's friends to solicit pledges of annual support to increase participation and commitment to HCFM's annual stewardship fund.
9. Working with the Rector and fundraising counsel, the Vestry will develop a strategy for conducting a comprehensive capital campaign to secure the future financial strength of HCFM by eliminating the parish's long-term debt.
10. The Finance Committee of the Vestry will develop and maintain sound fiscal policies and procedures, providing regular financial reports and updates of HCFM's financial progress to the entire parish community.
11. Working closely with the Rector and with fundraising counsel, the Vestry will develop a strategy for identifying, engaging and soliciting planned gifts support to build an endowment for HCFM's current and future ministries, programs and facilities.
12. Working closely with the Rector and fundraising counsel, the Vestry will help develop and implement a planned giving marketing program to encourage parishioners and friends to include HCFM and its supporting/affiliated ministries in their estate plans.

13. With regard to strengthening and maintaining our connection to the Episcopal Church of the USA, we will follow direction from the National Church as needed. We will continue to stay true to our mission of serving Christ, our parish family and our community.

## **CONTINUING TO DISCERN OUR CALL TO MINISTRY**

The Vestry, Rector, Assistant Rector and other senior staff of Holy Cross Faith Memorial will develop and implement annual operating plans to meet and exceed the goals and objectives for each of the above mentioned core ministry areas. These annual operating plans will be reviewed and updated semi-annually with the Rector and Vestry. The clergy, lay leadership and staff of Holy Cross Faith Memorial realize that a strategic plan is a working document and is intended to provide a roadmap to continue to guide our unique faith community forward. This strategic plan will continue to evolve as we faithfully and prayerfully discern Christ's call for our parish community.