**THE FIVE-YEAR STRATEGIC PLAN**

**Prepared for**

**The Episcopal Church of the Atonement**

**5073 East Capitol Street, SE**

**Washington, DC 20019**

**(202) 582-4200**

**Updated**

**June 8, 2019**

**Presented to**

**The Vestry**

**By**

**The Strategic Planning Committee**

**Obie Pinckney, Chairman**

**Introduction**

We, the current members of the Strategic Planning Committee are pleased to

present this updated version of the Five-Year Strategic Plan to the Vestry of the

Episcopal Church of the Atonement as the outcome of the work of many

members of our parish. We believe that we have labored under Divine guidance

and we pray that our beloved Atonement Parish will benefit greatly from the

sincere efforts of everyone.

The initial meetings of the Strategic Planning Committee were held on January 17

and January 31, 2012 to organize and to carry out the mandate from the Rector,

the Rev. H. Jocelyn Irving. The purpose of this committee was to seek input from

the membership, organizations, and ministries of the Atonement Parish and

develop a five-year strategic plan for implementation by the Rector, Vestry, and

Parish membership. Rev. Irving appointed Obie Pinckney, the Senior Warden, as

Chairman of the committee. The original committee members were Charles Allen,

Dr. James Baldwin, Mae Cundiff, Carolyne Davis, Oscar Hinton, Dr. Margaret

Labat, Joseph Mc Cannon, Veronica Norwood, Dr. D. Kim Singleton, Sandra

Thomas, David Warr, and Robert White.

The committee organized and carried out its work through the following subcommittees: 1) Membership Survey; 2) Core Values; 3) SWOT (strengths,

weaknesses, opportunities, and threats); 4) Focus groups; S) Community Profile; 6) Goals and Objectives; and 7) Implementation. The committee completed the bulk of its original work on June 30, 2014. This updated plan represents the outcomes of the continuous labor of this committee to the present time. The reader should remember that the Strategic Plan is a dynamic plan, growing and being modified as time and events unfold.

The Strategic Planning Committee has been established as a Standing Committee

of the Vestry to engage in continuous update of the plan by assessing progress of

implementation and achievement of goals and objectives. The Committee

evaluates the impact of implementation and recommends new goals and

objectives as appropriate. During 2016 and thereafter, the committee has

endeavored to upgrade its capability for using advanced technological tools and

instruments to increase the rigor with which it analyzes the impact of the plan on

parish life and operations. By working more closely with the Vestry's Finance

Committee and applying cost-benefit analyses techniques, the Vestry is moving

toward realizing a strong capability for conducting strategic financial planning.

We gratefully acknowledge the participation and contributions of all the

Atonement membership who have provided valuable input to the strategic

planning process since this effort was undertaken. The updated Five Year

Strategic Plan represents the results of the collective efforts of so many. We also

express our appreciation to our Rector, Rev. Irving, for her inspiring foresight and

leadership throughout this process. She has been a true visionary for the Vestry

and the committee. Her active participation in committee proceedings has been a

primary motivation for our momentum.

Yours in Christ,

The Strategic Planning Committee

Obie Pinckney, Chairman

Dr. William Neal, Vice Chairman

Julia Riley, Secretary

Adrian Blount

Carolyne Davis

Jacqueline Childs

Rochelle Harley

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**1. Statement of Core Values**

Our Core Values are derived from the Holy Scriptures and from our unique

experiences under God's guidance during the life of the Church of the

Atonement. They are so primary and so important to us that throughout

the upheavals and changes in our society and, indeed, in the world at large,

they are the basic values to which we will adhere. These values underlie

how we live, our work, how we interact with each other and with others,

and which strategies we employ to fulfill our mission as a local parish within

the Episcopal Diocese of Washington.

**• Worship and Music**

We praise and honor God through spirit-filled worship services (with

inspirational preaching and diverse music ranging from traditional to

contemporary to gospel, supported by strong vocal and instrumental

accompaniment) that are based on faith and prayer and grounded in

the Holy Word and Sacraments. We joyfully express our thanks and appreciation to God for His blessing, grace and mercy.

**• Christian Education, Growth and Development**

We aspire to know God and to nourish and strengthen our faith by

offering continuous opportunities for lifelong learning and

development through comprehensive Christian education programs

for all ages and levels while supporting one another in our spiritual

growth.

**• Pastoral Care**

We are a compassionate community that expresses the love and

healing power of Christ, supporting one another with hope and

encouragement.

**• Fellowship and Hospitality**

In the spirit of Christ, we value coming together to foster friendships

among parishioners, our neighbors, newcomers, and visitors.

**• Stewardship and Fundraising**

We aspire to be good stewards of all the gifts of time, talent, and

treasure entrusted to us for building up God's Kingdom. We seek to

embrace the tithe as the biblical standard of giving, but we also

embrace the need for supplemental fundraising activities and events

to meet the diverse needs of a growing parish.

**• Community Outreach**

We actively reach out to the greater community, especially the

nearby neighborhoods, as willing ambassadors for Christ, pursuing

opportunities to help meet physical, psychological, social,

educational, economic, and spiritual needs.

**• Governance and Administration**

We are committed to establishing and maintaining fair and impartial

Parish business policies and practices by which the orderly

management of the affairs of the parish are ensured through an

elected Vestry compos􀀰d of thoughtful, responsible, and capable

church leaders.

**2. Mission Statement:**

We, in this parish, pray God to enable us to spread the ministry of Jesus Christ through active participation of its members in the life and work of the Church.

**3. Vision Statement:**

Through inspirational preaching, effective teaching and collective commitment of every member, we can open the doors of the Episcopal Church of the Atonement to the community by becoming a focal point of enrichment for all.

**4. Environmental Scan**

*(This section will be updated once the Census 2020 data is available.)*

Before commencing with the development of the goals and objectives based on the core values and the mission and vision statements, the committee looked at the broader community in which the Episcopal Church of the Atonement is situated, as well as the internal life of the parish. Regarding the external or broader community, the committee

reviewed the 2010 census data and projections through 2019 and looked at other factors, including diversity, ethnicity, and generational groups present, and household and community concerns. Related research studies, surveys, observations, findings, and conclusions from community projects completed by public and private organizations were reviewed to provide additional insights into the individual, family, and community needs of the residents of the nearby neighborhoods. These were all used as input to us

decisions for where we might focus our community outreach efforts.

The Episcopal Church of the Atonement is located in the far northeast section of the District of Columbia, Ward 7 (the political area used to elect members of the Council of the District of Columbia; Neighborhood Cluster 33 (used by the D.C. government for budgeting,

planning, service delivery, and analysis purposes); Advisory Neighborhood Commission (ANC) 7E (Representatives are elected to advise the District government on issues relating to zoning, social service programs, health, police protection, sanitation, and recreation).

According to the latest statistical data (2010 Census), the population of Ward 7 for all age groups is 71,748 which represents a 2.5% increase from the 1990-2000 Census. 43% of the population is male; 57% is female. Ward 7 remains primarily Black/African American, but from 2000 to 2010 blacks decreased slightly by 1.2%. Hispanic/Latinos make up 2.3% of the

Ward 7 population while whites are less than 2% of the population. The Hispanic/Latino population more than doubled in the same time. Other racial/ethnic groups together make up less than 3.5% of the Ward 7 population.

In general, poverty in the District of Columbia is concentrated east of the Anacostia River. Likewise, child poverty in D.C. remains concentrated in Wards 7 and 8. Child poverty decreased in the mid-2000s, but increased during the recession (beginning in 2007). The increase is primarily among Black children. Since 2000, child poverty has increased in Ward by approximately 6.5%. Forty percent of all Ward 7 children live below the federal poverty threshold. \* The number of children receiving assistance through TANF (Temporary Assistance to Needy Families) and SNAP (Supplemental Nutrition Assistance Program) has increased by 20% in Ward 7.

Citywide, the number of children under five years of age is increasing. However, the under 5 years of age population in Ward 7 is decreasing. Ward 7 does have the second highest child population among all children under 18 years of age.

Ward 7 is a low-income ward, second only to Ward 8. The average family income for families in Ward 7 is declining. Based on 2010 average family income, there was a 2.5% decrease in income. In 2013, there were 33,462 individuals receiving food stamps, a number that has more than doubled since 2000; 12,573 persons receive TANF which more than doubles

the average for all Wards in the city. Poverty is highest in female headed (no husband) households. Poverty is highest among individuals who didn't graduate from high school.

\*Federal Poverty Guidelines (examples)

Family of 1 - $11,490 per year

Family of 5 - $27,570 per year

Given these statistics, the predominant needs in Ward 7 are related to children and youth. They are child care, before and after school care, early childhood education, mentoring programs and meaningful teen employment. In particular, child care, before and after care, and early childhood education has the potential to serve a dual purpose: provide

child care assistance while parent(s)/families work and generate employment for caregivers.

For older youth, keeping them in school, minimally through high school, as well as promoting trade skill attainment, is necessary to put them on track for gainful employment which will help break the cycle of poverty.

Poverty is caused by politics, unemployment and/or underemployment, and low wages. Wherever poverty exists, basic needs are going unmet. These are:

* Affordable, safe housing
* Food
* Employment
* Education
* Health care

When these needs are met for everyone, poverty as we know it will be eradicated.

**5. Goals and Objectives**

**Vestry *I* SPC Recommendations**

**For Strategic Plan Update**

*(Section will be updated at the appropriate time by the new rector.)*

**WORSHIP AND MUSIC**

**Core Value Statement:**

We praise and honor God through spirit-filled worship services (with inspirational preaching and diverse music ranging from traditional to contemporary to gospel, supported by strong vocal and instrumental accompaniment) that are based on faith and prayer and grounded in the Holy Word and Sacraments. We joyfully express our thanks and appreciation to God for His blessings, grace and mercy.

**Five Year Goals and Objectives:**

1. Build on the strength of the holy Eucharist as the foundation of our corporate worship by exploring worship experiences that will meet the varied spiritual needs and expectations of an increasingly diverse church community.

**2019**

1. Expand the availability of worship options during the week.

2.Promote strong, passionate, caring, Christ-focused preaching as a trademark of this Parish.

**2019**

a. Incorporate our mission and vision statements into worship services.

b. Develop interview and assessment protocols for the Rector Search Committee.

c. Advise potential seminarians of worship service focus.

3. Create increased opportunities for congregants, including children and youth, to become directly involved in planning, leading, and participating in worship services.

**2019**

4. Restore musical vitality to worship services.

**2019**

1. Rebuild the Senior Choir.

**2021**

1. Reestablish the Youth Choir.

**2020**

1. Reestablish the Bell Choir.
2. Support other musical organizations and interest groups that may evolve, such as a Men's Chorale, a Gospel Choir, and/ or Praise Dancers.

**2019**

e. Enhance the meaningfulness of our worship services through a participatory musical experience.

f. A voice coach will be consulted and will offer a series of training workshops to the Senior Choir and interested parishioners to improve choral presentations.

**2020**

g. Recruit and hire a competent and energetic Director of Music.

5. Incorporate a welcoming spirit throughout our worship services.

**2019**

a. Be especially sensitive to and supportive of visitors and newer attendees by training ushers to include an emphasis on being friendly and helpful, and escorting guests and visitors to their seats, if needed.

b. Encourage parish members to assist visitors with the Prayer Book, Hymnal and LEVAS, and in following the order of service.

6. Acknowledging that the Episcopal liturgy can be confusing to those who are not familiar with it, we will consider a variety of liturgical expressions and alternatives that remove barriers and promote easier participation; one being the announced directions of the Rector.

**2019**

**Vestry *I* SPC Recommendations**

**For Strategic Plan Update**

June 8, 2019

**CHRISTIAN EDUCATION: Growth and Development**

**Core Value Statement:**

We aspire to know God and to nourish and strengthen our faith by offering continuous opportunities for lifelong learning and development through comprehensive Christian Education programs for all ages and levels while supporting one another in our spiritual growth.

**Five Year Goals and Objectives:**

* 1. Maintain a strong Christian Education, Growth and Development component within the church.

**2019**

* + 1. Offer a structured program of life-long learning in Christian formation for all parishioners.
		2. Offer a comprehensive curricula, subjects, times, and settings.
		3. Restructure the Christian Education Committee, under

leadership of the Rector, with oversight for Christian Education programming in the parish. (policy)

* + 1. Develop a cooperative partnership with Community Outreach in order to expand the youth Christian Education Component.
	1. Address the learning needs of all ages including a full range of Bible studies and programs under the leadership of the Director of Christian Education.

**2019**

1. Recruit committed teachers.
2. Implement a training program for teachers and other staff. (Kelley Dorsett will investigate)
3. Organize the curricula, teaching methods, instructional materials for each age group.
4. Recruit students, Pre-K (age 3) through high school (age17) through community outreach.
5. Review all instructional plans for Biblical accuracy.
	1. Strengthen programs for children and youth, including Sunday School, Vacation Bible School, Confirmation Classes, and youth programs sponsored by the various church ministries and organizations.

**2019**

1. Strengthen Vacation Bible School by providing sufficient staffing and substantive support.
2. Explore incorporating an adult Bible Class for Vacation Bible School during that week.
3. Involve parents in planning Christian Education activities.
	1. Establish a consulting committee to work with the Christian Education Committee.

**2019**

1. Serve in a consulting and training capacity for improving instructional program and performance of the Sunday School,

Vacation Bible School and other youth development programs organized by parish ministries and organizations.

1. Recruit board member s from active or retired professional educators; former or current Sunday School teachers; parishioner s with experience working with youth programs/organizations, and young adults interested in youth development.

C. Designate a representative to the Samaritan Ministry.

* 1. Monitor Christian formation activities and programs undertaken by church organizations to ensure that all youth programs are complementary to the ongoing parish Christian Education program and meet or exceed the minimum performance standard mandated by the Christian Education Committee and the Vestry.

**2019**

* + 1. Develop and provide a template to each parish ministry/organization to describe its youth program, goals, objectives, expected out comes, etc.
		2. Provide a template to each parish ministry and organization that has a youth program, for a year-end report.
1. Praise Dance and Acolytes
	1. Ensure that all activities and programs involving children and youth incorporate/ adhere to the best practices of Safeguarding God's Children.

**2019**

1. Post the best practices.
2. Give guidelines to all church ministries/organizations.
3. Mandate that every individual working with children in any capacity attends a Safeguarding God's Children workshop offered by the Diocese.
4. Try to host a class at Atonement
	1. Encourage church organizations to establish or participate in youth mentoring programs.

**2019**

1. Provide opportunities for youth to participate in service projects.
2. Create a group of individuals to continue the www woo its organization
3. Give the youth an opportunity to initiate and implement projects

**Vestry *I* SPC Recommendations**

**Strategic Plan Update**

September 2019

*(Section will be updated at the appropriate time by the new rector.)*

**PASTORAL CARE**

**Core Value Statement:**

We are a compassionate community that expresses the love and healing

power of Christ, supporting one another with hope and encouragement.

**Five Year Goals and Objectives:**

1. Increase the frequency of visits to our sick and shut-in members.

**2019**

a. Expand the Lay Eucharistic Visitors by recruiting additional candidates.

b. Appoint a Lay Eucharistic Visitor to help coordinate the scheduling of visiting teams and officiating the Eucharist proceedings.

c. Supplement the visits of the Rector or Lay Eucharistic Visitors with trained individuals or members of various church organizations.

d. Establish Lay Eucharistic Visitor and Lay Eucharistic Minister certification training schedules.

2. Promote pastoral care as an integral part of parish life and worship.

**2019**

a. Organize current efforts of individuals and ministries into a connected network.

b. Outline a comprehensive parish pastoral care program by defining all areas of pastoral care.

c. Assign specific pastoral care responsibilities to each participating church organization and/or individual.

d. Establish a reporting procedure and format for pastoral care.

**Vestry *I* SPC Recommendations**

**Strategic Plan Update**

June 8, 2019

**FELLOWSHIP AND HOSPITALITY**

**Core Value Statement:**

In the Spirit of Christ, we value coming together to foster friendships among parishioners, our neighbors, newcomers and visitors.

**Five Year Goals and Objectives**

1. Strengthen the Fellowship Committee's effectiveness in supporting the fellowship goals and activities of the various church ministries and organizations.

**2019**

a. The Fellowship Committee is comprised of at least one member from each club and organization of the church that will serve to enhance coordination among groups.

b. With a vestry member serving as chair, regular meeting dates and times will be established.

**2020**

c. Ensure that the fellowship and hospitality needs of the congregation are identified and appropriately addressed.

d.Elect/Select leadership annually, e.g., co-chair, secretary, etc.

e.Determine which organizations/ministries have representation on the Fellowship Committee.

**2019**

f. Define Committee mission, goals and objectives.

**2020**

g. Develop protocol for collecting information from organizations and ministries.

2. Communicate and promote an atmosphere of mutual care and encouragement among congregants.

**2020**

 a. Strengthen individual and organizational efforts to stay connected to each other.

**2019**

 b. Continue to reach out to the broader community.

3. Encourage the practice of hospitality as a ministry, embraced and owned by the entire membership.

**2019**

1. Define role/responsibilities of Welcoming Committee.

**2020**

1. Encourage each organization to have a representative on the Welcoming Committee.

**2021**

1. Promote fellowship through sponsoring church and community activities, e.g., family nights, classes, expanded coffee hours.

4. Cultivate a culture of fellowship and hospitality in which visitors and newcomers will find a congregation that is warm, friendly and

 enthusiastic.

**2019**

a. Encourage members to serve as "hosts" for visitors and newcomers.

b. Assure that visitors are identified, sign the guest book, and are asked about seating next to a "host".

5. Effectively incorporate new members into the life of the church through programs of growth and maturation.

**2020**

 a. Organize a young adult discussion group.

**2019**

 b. Continue to hold annual organization and ministry fair.

**2020**

 c. Develop a handbook for newcomers that provides information about what one should know about the Episcopal Church, in general, and specifically about Atonement.

**Vestry/SPC Recommendations**

**Strategic Plan Update**

June 8, 2019

**STEWARDSHIP AND FUNDRAISING**

**Core Value Statement:**

We aspire to be good stewards of all the gifts of time, talent, and treasure entrusted to us for building up God's Kingdom. We seek to embrace the tithe as the biblical standard of giving, but we also embrace the need for supplemental fundraising activities and events to meet the diverse needs of a growing parish.

**Five Year Goals and Objectives: 2019 – 2023**

1. Cultivate an atmosphere of loving service to one another and to our neighbors by sharing our gifts of time, talent and treasure.

a. Promote a "giving of services" standard to encourage individuals and organizations to "help out" with skills and financial support needed to advance identified church goals and/or parish projects.

2. Disclose and publicize how church resources are used to support our worship and ministries.

a. Be transparent in all transactions.

3. Create a sense of personal investment and ownership in the physical growth of our parish.

a. Seek the support of members for the community outreach goals and objectives.

b. Provide regular reports on progress toward achieving goals and objectives.

c. Showcase accomplishments relating them to generosity of time, talent, and treasure by individual members, families, or church organizations or ministries.

d. Innovate: describe return on investment; show results; show dividends.

4. Solicit financial support from church organizations to defray costs of specific repairs.

**2019**

a. Conduct an annual survey of needed repairs and estimated costs.

b. Publicize survey results.

c. Encourage church organizations to include a fundraising project for capital improvements in their annual plan to include security costs or establish an 8-10% donation quota for every organizational fundraiser.

5. Increase fundraising activities to support cost of planned community outreach efforts.

**2019**

a. Increase the Rector's discretionary outreach fund. As needed, obtain an annual report from the Rector of how funds are used and how this outreach effort impacts the Atonement Parish.

b. Reduce the community outreach plans for the year to an operational budget as early as possible in the budgeting process.

c. Solicit financial support from church organizations through an annual church-wide fundraiser.

**Vestry/SPC Recommendations**

**Strategic Plan Update**

June 8, 2019

**COMMUNITY OUTREACH**

**Core Value Statement:**

We actively reach out to the greater community, especially the nearby neighborhoods, as willing ambassadors for Christ, pursuing opportunities to help meet physical, psychological, social, educational, economic, and spiritual needs.

**Five Year Goals and Objectives:**

1. Offer and promote the benefits of active membership in God's Kingdom to all residents of our neighboring communities.

**2019**

a. Participate as active members of civic and political neighborhood organizations.

b. Establish personal relationships with community leaders.

c. Establish a Community Outreach Event Calendar.

2. Become familiar with the issues facing community residents on a daily basis, concentrating our service ministries in the neighborhoods where the targeted populations live.

**2019**

a. Seek opportunities to partner with community-based service providers to help provide needed services to neighborhood residents specifically grandfamilies, young fathers and extended/blended families.

b. Identify community organizations that are actively providing services and those target areas identified by the church.

c. Conduct neighborhood surveys and research to determine the critical needs of the residents and where our church will be able to provide help to individuals and specifically grandfamilies, young fathers and extended/blended families.

d. Determine in what area(s) will Atonement be able to provide services to individuals and specifically grandfamilies, young fathers and extended/blended families.

3. Staff and equip parish facilities, both church and community based, to provide effective assistance for specific community needs and personal help and comfort to the most vulnerable individuals and families in the neighborhoods.

**2019**

a. Conduct neighborhood surveys to determine the critical needs of the residents and where our church will be able to provide help to individuals and families as we are doing with the Atonement Food Pantry and Atonement Young Adult Employment Ministries.

b. Raise the quality of life in the greater community by conducting all of our outreach efforts in adherence to the teachings of Jesus.

c. Update & publicize Community Outreach Event Calendar in weekly bulletins & Atonement website promoting Atonement, civic associations, community, and federal resources, programs and/or events

4. An equally important thrust of our outreach efforts will be an aggressive and continuous campaign to attract new members to our parish from the grandfamilies, young fathers and extended/blended families within the surrounding neighborhoods.

**2019**

a. We will partner with nonprofit service provider organizations in the communities to collectively increase the positive impact of our assistance efforts on the lives of the grandfamilies, young fathers and extended/blended families.

b. Expand our partnerships with youth-oriented community-based organizations such as the East of the River Anacostia Steel Band whose home base is in our church.

c. Establish and expand our partnerships with District of Columbia Public School elementary, middle & high schools in surrounding Wards.

5. Plan and establish a community inter-generational multipurpose

center to offer needed services and opportunities to residents:

**2020**

a. Construct or identify and acquire or re-purpose a facility suitable for housing a diverse mix of community-oriented programs to serve the needs of families, youth and children, and the aging population.

b. Raise funds and apply for government and private grants to fund center operations.

c. Develop needed programs and support networks for young parents, grandfamilies, young fathers and extended/blended families.

d. Expand the scope of the Atonement Young Adult Employment Ministry operations to include employment and jobs referral services to supplement current job readiness, job placement, and mentoring components.

6. The Vestry will appoint a committee to establish an information and referral service for neighborhood residents who are seeking assistance that may be provided by public or private sector service providers.

**2020**

a. Expand community partnerships with non-profit organizations supporting missions similar to Atonement (e.g. Legal Resources, Samaritan Ministries of Greater Capital Area, SOME (So Others Might Eat), etc.)

b. Allocate building space and resources to support expanding community partnerships.

c. Establish and support Employment Ministry Services Center providing computer access to community residents supporting resume, email, and job search activities.

d. Provide community residents access to via Atonement website

e. Update Resource Manual to positively impact the lives of the young grandfamilies, young fathers and extended/blended families.

**Vestry/SPC Recommendations**

**For Strategic Plan Update**

June 8, 2019

**GOVERNANCE AND ADMINISTRATION**

**Core Value Statement:**

We are committed to establishing and maintaining fair and impartial parish business policies and practices by which the orderly management of the affairs of the parish are ensured through an elected Vestry composed of thoughtful, responsible, and capable church leaders.

**Five Year Goals and Objectives:**

1. Manage the temporal affairs of the parish through dedicated responsible services in our roles as officers and members of the Vestry and effective performance as chairs and members of the Vestry Committees.

**2019**

 a. Ensure that the following officer positions are filled and functioning as described in the Parish By-laws: Senior Warden, Junior Warden, Clerk of the Vestry, Treasurer, Financial Secretary.

 b. Provide effective leadership as chairs and members of the following Standing Committees:

 (1) Audit

 (2) Christian Education

 (3) Community Outreach

 (4) Church Security

 (5) Fellowship

 (6) Finance

 (7) Investment

 (8) Property

 (9) Stewardship

 (10) Strategic Planning

 (11) Technology

 (12) Welcoming

 c. Appointment of a Rector Search Committee to recommend a

 Rector to fill a vacancy in that position.

 d. Create Ad Hoc Committees from time to time for the purpose of accomplishing a task that will not likely be needed on a permanent or recurring basis, but may be needed at the time. These ad hoc committees of the Vestry will serve until the purpose for which they were created is achieved. Examples of ad hoc committees are:

 (1) Archives

 (2) By-laws

 (3) Anniversary

 e. The Executive Committee of the Vestry consists of the Rector, Senior Warden, Junior Warden, Clerk of the Vestry, Treasurer, and Financial Secretary. This committee is responsible for meeting and acting on behalf of the Vestry when emergency circumstances occur during a time when the Vestry is not in session or when a critical decision

 must be made prior to the next scheduled meeting of the Vestry.

2. Improve the management of parish financial accounting operations:

**2019**

 a. Develop an operations manual containing finance and accounting guidelines, policies, and procedures (voucher).

 b. Issue financial management guidelines for use by church

 organizations and ministries to ensure reimbursement of approved requests on required voucher within 7 days of request.

 c. Develop procedures to timely reimburse individuals for incurred expenses.

3. Improve the management of parish business operations

**2019**

 a. Develop a manual for business operations containing guidelines, policies, and procedures.

**2019**

b.Create the position of Parish Administrator to manage the day to day operations of the parish. The incumbent will serve as office manager and staff supervisor of all staff on work assignment at the church proper. The Administrator will coordinate with supervisory officers of the parish, such as the Junior Warden or the Treasurer, who are not on the premises on a daily basis to ensure that their staffs are

 carrying out their duties as prescribed in their absence.

C. Coordinate with the Junior Warden to ensure that a facilities maintenance plan is maintained with staff assignments and timeliness for task completions.

4. Improve the upkeep of buildings and grounds

**2019**

 a. The Junior Warden will appoint members to the Property

 Committee that he or she chairs and utilize their help in planning for and overseeing the care and maintenance of parish buildings, grounds, and equipment.

 b. The Junior Warden will coordinate with the Parish Administrator to ensure that during his or her absence, on duty maintenance staff implement their assigned duties in accordance the facilities maintenance plan.

 c. The Parish Administrator will establish and maintain a procedure whereby parishioners may report maintenance issues for resolution.

5. Improve church security:

**2019**

 a. Prepare an assessment of security needs.

 b. Recommend enhancement to the alarm monitoring systems. Recommend security cameras for the Sanctuary.

**2020**

 c. Develop and implement a comprehensive Security Plan for all parish properties, include input from current security provide.

6. Enhance the Website:

**2019**

 a. Archives Committee will develop and implement a plan for

 archiving parish documents and artifacts; and

 b. Coordinate with the Atonement Website Administrator to improve the portrayal of parish life on the website.

 c. Develop a pubIic relations program to promote the Church of the Atonement.

**2019**

d. Support the Rector Search – Enhancements to Atonement’s website were recommended by EDOW to support the Rector search. The enhancements are to provide perspective candidates a clear and comprehensive understanding of parish directions and life. Efforts were conducted from May to August 2018.

e. Provide Monthly Updates – Website content will be updated each month to provide parishioner and others with announcements of upcoming activities and appreciation of what occurred in events. (Status/Schedule: Continuing from 2019 through 2023)

7. Upgrade Network Capabilities

**2019**

a. Increase Internet Capacity – Upgrade the network access so it provides speed that is comparable to residential locations in the immediate area of the church, e.g., 100Mbps. (Status/Schedule: Completed in 2018)

**2019**

 b. Implement WiFi – Install equipment to support WiFi access throughout the church. (Status/Schedule: Completed in 2018)

8. Maintain Critical Equipment

**2019**

1. Replace Computers in the Church and Rector Offices – Replace the three existing desktop computers so their software is up to date for maintainability and their hardware is reasonably reliable. (Status/Schedule: Conduct in 2019)
2. Repair the Sanctuary Sound System – Replace the existing amplifier and other equipment to ensure reasonable reliability. (Status/Schedule: Conduct in 2019)
3. Update the Telephone System – Update the software to ensure it can be maintained. (Status/Schedule: Conduct in 2019)

**2020**

1. Establish a Technical Operations Team – Recruit and train a team to operate technical capabilities of the church. The team will also train parishioners in the operation of designated equipment. (Status/Schedule: Continuing from 2020 to 2023)

9. Video Teleconference (VTC) Capability

**2019**

* 1. Develop Recommendations – Develop requirements, assess benefits and cost equipment. Include plans for supporting Vestry meetings. (Status/Schedule: Conduct in 2019)

b. Approve Purchases – Recommendations are to be presented to the Vestry for approval. Approved equipment is to be purchased and installed. (Status/Schedule: Continuing from 2019 to 2023)

10. Enhance Social Media Presence – Update and enhance Atonement’s Facebook page and other social media sites. Maintain content and enable capabilities to be comparable to those of similar churches. (Status/Schedule: Initiate in 2020)

**2020**

11. Provide Computer Displays

**2020**

1. Develop Recommendations – Develop requirements, assess benefits and cost computer displays for use throughout the church. Include suggestions that have been made for the Adult Bible Classroom and Sanctuary. (Status/Schedule: Conduct in 2020)
2. Approve Purchases – Recommendations are to be presented to the Vestry for approval. Equipment is to be purchased and installed. (Status/Schedule: Continuing from 2020 to 2023)