

STRATEGIC PLAN ST. MICHAEL'S EPISCOPAL CHURCH

The Congregational Development Grant St. Michael's received in 2018 committed St. Michael's to developing a strategic plan to address 3 specific goals, and, more broadly, to advance the mission of the Episcopal Church.

The first goal of St. Michael's strategic plan is to build a larger, more diverse and inclusive congregation.

Prepare for diversity.

To build a more diverse and inclusive congregation St. Michael's must reach out to groups that historically are underrepresented at St. Michael's. To prepare for this and to ensure that all visitors to St. Michael's feel safe and respected, St. Michael's will undertake diversity training annually.

Make the church building handicap-accessible.

The steps to St. Michael's beautiful historic building are obstacles to persons with physical limitations. To be welcoming, St. Michael's will make its handicap accessible entrance more visible from Main Street. To ensure all persons can participate in the full life of the church, St. Michael's will also evaluate how to make moving around its interior more comfortable for persons with limited mobility.

Continue to explore worship.

Mindful that all persons bring their culture with them, and that traditions of Christian worship have always evolved to enable a community to inhabit and find the love of God in Christ, St. Michael's will continue to explore how its traditions can enable persons of diverse backgrounds to deepen their life of faith. These explorations include the liturgy, music and locations of worship. The *Caribbean Mass* performed for St. Michael's Day, Evensong with the Genesee Valley Children's Choir, a mass conducted In Spanish and services held at the Village Park and Long Point Park are examples of ways St. Michael's shares its Anglican traditions.

The second goal of St. Michael's strategic plan is to develop an ecumenical/expanded mission ministry to the Geneseo area.

Continue existing mission activities.

St. Michael's will continue its tradition of providing holiday meals for families that request them. Similarly, in response to needs expressed by the leadership of Chances and Changes, St. Michael's will continue to provide Easter baskets and May baskets for safe house residents, and other forms of support.

Develop a mission to im/migrant farm workers.

St. Michael's will develop a mission to support im/migrant farmworkers in Livingston County. Because an effective mission will be based in the expressed needs of the agricultural workers, St. Michael's will provide opportunities for dialogue between the agricultural workers, the congregation and the community at large. Important outcomes of these dialogues will be the identification of specific ways the congregation and community can support the farm workers so that they are less isolated, and an expansion of St. Michael's sense of community throughout the Genesee Valley.

St. Michael's will educate the community on issues relevant to im/migrants. In partnership with SUNY Geneseo and Alianza Agricola, St. Michael's can show movies, sponsor panel discussions, encourage attendance at conferences and sessions of the NYS Legislature and provide occasions for small group interaction between im/migrants and individuals in the community. These educational efforts will have the goal of having more people in the community have an accurate and realistic understanding of the issues relevant to im/migrant farm workers.

St. Michael's will make its building available to im/migrant farm workers. If feasible, St. Michael's will host the Migrant Center offices and a bi-monthly dental clinic. St. Michael's will also host the summer meetings of Alianza Agricola (when they are unable to meet at SUNY Geneseo). In addition to making space available for important needs of the im/migrant community, these uses of the building provide opportunities for members of St. Michael's congregation to interact with im/migrant farm workers, thereby breaking the "bubbles" that separate peoples.

Develop a mission to residents of 600 Country Lane.

Working with Episcopal Senior Life, St. Michael's will find ways to meet the expressed needs of residents of 600 Country Lane. These needs may include worship services at 600 Country Lane and transportation to events such as St. Michael's Archangel Concerts. St. Michael's will have to find ways to be reliably present for the residents, so that the relationship between residents and the congregation is built on understanding and trust.

The third goal is for St. Michael's to become financially stable, (i.e. able to meet budgeted expenses without deficits and to grow, rather than diminish, the endowment).

Develop an additional source of reliable significant income to cover operational expenses.

To supplement pledge income and the income from Bennet House, St. Michael's will explore acquiring additional rental properties.

In 2018 and 2019 St. Michael's realized \$28,750.00 and \$27,130.00 net income from Bennett House. In 2018 St. Michael's budgeted a \$24,000.00 draw on its endowment. In 2019 with \$28,000.00 income from the Congregational Development Grant, St. Michael's has been able to reduce its annual draw to \$3000.00. If St. Michael's could realize \$50,000.00 net income from two additional rental properties, it could expand its bare-bones operating budget to cover needed personnel, maintenance and supplies. At the same time, it could pay back previous draws from the endowment and let it grow.

Put the church building in a 501(c)(3) so secular sources can contribute to its renovation and support.

St. Michael's beautiful historic building needs significant repairs to its exterior, and substantial modification to become handicap-accessible. The expense of these repairs and modifications is well beyond the capacity of the congregation and will require a capital campaign and major grant support. Many secular entities are reluctant to support churches, and many grant makers require 501(c)(3) status to be eligible for grants.

Undertake a capital campaign to leverage grants to pay for needed building repairs and modifications.

Create a committee of church and community leaders to prepare St. Michael's to submit a letter of intent to the National Fund for Partners for Sacred Places in May 2020. A first step in this process is for the Vestry and other church leaders to review together the *What We're Looking For* section on Partners for Sacred Places website: fundforsacredplaces.org. The National Fund for Sacred Places is a program of Partners for Sacred Places and the National Trust for Historic Preservation.

As feasible, devote income from fundraising to mission. Supplement this income with grants.

St. Michael's missions require funding. Not including \$8,050.00 raised for by the Musicale for Youth Mission, in 2018 St. Michael's fundraising activities yielded \$9050.00. The 2019 budget, excluding monies for Youth Mission, includes \$11,000.00 from fundraising. If operational expenses are covered by rental income and pledges, then fundraising income can support mission. Some aspects of specific missions may be eligible for grant support, and St. Michael's will pursue this.

In the short term, invest the funds from the sale of 600 Country Lane in St. Michael's endowment. In the long term, consider investing some of the funds in real property.

The financial model for the Congregational Development Grant specifies that funds received from the sale of 600 Country Lane be invested in St. Michael's endowment, where they are expected to yield 6% growth. If other investments, such as rental properties, can yield more income, St. Michael's will re-invest the funds for a higher yield. Then a plan will be developed to contribute to the endowment from the rental income so that the endowment grows.