

**A LONG-RANGE PLAN FOR
ST. PETER'S EPISCOPAL CHURCH**
in Central Square
Cambridge, Massachusetts

November 1993

Introduction

In the early 1990's St. Peter's Church has experienced a renewal of its life and vision in Christ. This renewal has been expressed through fresh currents in worship and prayer, celebration of a diverse community, growth in membership and lay ministry, and committed mission work in the city and beyond.

We have experienced the abundance of God's blessing in this renewal. We believe that faithful stewardship of God's blessing calls us to take counsel for the future of St. Peter's Church. Trusting in the guidance of the Holy Spirit and listening to the visions of our members, the Vestry therefore offers to the Parish and to the wider Church and world a Long-Range Plan for St. Peter's Church.

The Mission Statement

The Long-Range Plan is based on the Mission Statement of St. Peter's Church:

In the Name of God the Creator,
our Savior Jesus Christ,
and in the power of the Holy Spirit.

God is calling St. Peter's Episcopal Church to:

Worship God with gratitude and joy,
Nurture Christians in discipleship,

Minister as a welcoming community, and
Reach out in mission to Cambridge and the wider world.
The Mission Statement is elaborated in a Goals Statement that sets forth how each aspect of the Mission Statement will be expressed in the life of the Parish:

In *worship* we seek to enable all persons to experience God through personal prayer, eucharistic liturgy, inspiring music, and proclamation of God's word.

In *discipleship* we seek to deepen Christian commitment in persons of all ages by providing education for children, vibrant youth ministry, stimulating adult education, and training and leadership opportunities that equip Christians for ministry in the world.

In *community* we seek to welcome newcomers, nurture friendships and family life, minister to the ill and infirm, and celebrate the parish's identity with sincerity and love as we grow in number and diversity.

In *mission outreach* we seek to encourage friendship and neighborhood evangelism, engage with the needs of Cambridge as a multicultural and urban environment, respond to the poor with concern for social justice, and involve the parish with the wider world through partnerships in the Anglican Communion and beyond.

The Long-Range Plan

The Long-Range Plan for St. Peter's Church is based on the four dimensions of the Goals Statement: worship, discipleship, community, and mission outreach. Each section of the Long-Range Plan focuses on one dimension and details its related goals in the form of specific objectives to be accomplished in the life of the Parish.

The time period envisioned in the Long-Range Plan ranges from three to ten years from the year 1994. We aim to achieve some objectives within three years, or by the year 1997. We aim to achieve other, major objectives within six years, or by the year 2000, a major landmark in Christian history. Some objectives we aim to achieve within ten years, or by the year 2004.

Each section of the Long-Range Plan contains qualities of the Parish's life we will seek to nurture. Specific measures and resources that will be needed to accomplish those objectives are then set forth.

WORSHIP

“In worship we seek to enable all persons to experience God through personal prayer, eucharistic liturgy, inspiring music, and proclamation of God's word.”

Eucharistic Liturgy is the heart of our life as a parish. Our worship life is what draws people in to experience God in Christ in the power of the Spirit. It nourishes our community life, and it strengthens the faithful for mission in the world. In a number of practical ways, our worship must become more open to the world. We must:

- Offer a liturgy more open to the People through a Free-Standing Altar (1997)
*Needed: \$15,000 to move the High Altar and adjust Chancel**
- Make the liturgy clearly audible to the Hearing Impaired (1997)
Needed: \$5,000 for a new Sound System
- Offer Inclusive Language Liturgies which affirm women as well as men (1997)
Needed: \$750 for Worship Materials
- Make the Sanctuary readily accessible to the Physically Handicapped (2000)
Needed: \$115,000 for Elevator and Building Alterations
- Offer liturgies in Other Languages representing the diversity of Cambridge (2000)
Needed: \$1,500 for Worship Materials

Personal Prayer is a crucial complement to the liturgy of the gathered People of God. As we nurture deeper commitment to prayer we intend to:

- Encourage greater participation in Parish Prayer Groups (1997)
- Form a Parish Prayer Chain to mobilize prayer in emergencies (1997)
- Offer Retreats and Quiet Days on a regular basis (1977)
Needed: \$500 per annum for Honoraria
- Offer a program in Spiritual Direction through the Parish (1997)
Needed: \$10,000 stipend per annum
- Establish a Spiritual Direction and Counseling Center at St. Peter's (2000)

* Needs listed in italics are designated for the Capital Fund Campaign. Other listed needs are designated for the Parish's normal annual operating budget. Note also that most figures in this document are “guesstimates” as of 11.9.93, with only a few figures derived from the more reliable estimates of the Care and Repair Committee.

Needed: \$5,000 for refitting two offices

Music plays a central role in our worship. Music amplifies and deepens all of our moods and attitudes before God, whether joy or solemnity, celebration or grief. We intend for our music ministry to include more people, receive stronger instrumental support, and include the diversity of music in the Anglican Communion. Therefore, we must:

- Participate in music representing the diversity of the Anglican Communion (1997)
 Needed: \$2,000 for additional Music Materials
- Offer regular Hymn Sings in the Parish's community life (1997)
- Improve the quality of the Organ (1997)
 Needed: \$40,000 for Organ Repairs and Enhancement
- Build the Youth Choir as a major Parish and community resource (1997)
 Needed: \$1,000 for Music Materials
- Offer greater variety in Instrumental Music (1997)
- Commission music for the use of the Parish and wider Church (2000)
 Needed: \$1,000 per annum for commissions
- Increase substantially the Parish's Music Staff (2000)
 Needed: \$25,000 per annum for music staff

In **Proclaiming the Word** we seek to broaden the outreach of the preaching ministry of the Parish. Therefore, we intend to:

- Hear from noted Preachers from the wider Church (2000)
 Needed: \$750 per annum for Honoraria
- Broadcast St. Peter's worship on Radio and/or Television (2004)
 Needed: \$10,000 for Equipment
 Needed: \$10,000 per annum for broadcast Fees
- Offer Three Services each Sunday (2004)

DISCIPLESHIP

“In discipleship we seek to deepen Christian commitment in persons of all ages by providing education for children, vibrant youth ministry, stimulating adult education, and training and leadership opportunities that equip Christians for ministry in the world.”

Children's Nurture in the love, knowledge, and ministry of God is crucial to their life in God and to the Church's life as an inter-generational community passing on the faith to its young people. We intend for children to grow in prayer, acquire a sound knowledge of the Bible, experience the Church as a historic community, and put down roots in the

Parish as ministers of the Gospel. These important initiatives already underway in the Church School will be strengthened as we:

- Offer Training Opportunities for Church School teachers (1997)
Needed: \$500 per annum for Workshops and Conferences
- Double Church School Attendance to 50 children (1997)
Needed: \$1,000 per annum for additional Curricular Materials
- Offer Vacation Bible Study in the summer (1997)
Needed: \$1,000 per annum for Curricula and Supplies
- Increase Parish commitment of Staff Resources to Church School (1997)
Needed: \$6,000 per annum for one-quarter time Director (1997)
\$12,000 per annum for one-half time Director (2000)

Youth Ministry is a crucial need for pre-teenagers, teenagers, and young adults as they go through times of major transition. It is especially important in the urban environment of Cambridge. Youth ministry must offer Christian nurture, a supportive social atmosphere, opportunity for reflection, and outlet for committed ministry in the world. The Young People's Fellowship recently established will be strengthened as we:

- Offer Training to our Adult Leadership (1997)
Needed: \$1,000 per annum for Diocesan Training Program
- Support Retreat and Conference Opportunities for our youth (1997)
Needed: \$750 per annum for Retreat and Conference assistance
- Support Youth on Mission ventures in the wider world (1997)
Needed: \$1,000 to assist YPF with Mission Expenses
- Increase Parish commitment of Staff Resources to Youth Ministry (1997)
Needed: \$6,000 for quarter-time Youth Minister (1997)
\$12,000 for half-time Youth Minister (2000)

Adult Education affirms that learning and growing in the triune God is a lifelong experience which calls for intentional participation in opportunities to deepen understanding of scripture, church history, liturgy, theology, ethics, mission, and contemporary issues facing the Church. Education programs are well underway at St. Peter's and will be strengthened as we:

- Offer weekday Bible study
- Offer Educational Programs taught by experts in their fields
Needed: \$750 per annum for Honoraria
- Support members at conferences and at educational institutions
Needed: \$750 per annum for scholarship assistance
- Increase Parish commitment to Education Staff
Needed: \$5,000 for part-time education staff (1997)

Leadership Training is a crucial dimension of Parish life as ministries grow and multiply and responsibility for ministry is taken by the people of the Parish. Leaders must be nurtured in the nature of Christian leadership, the direction of their ministries, skills for working with people, and fruitful management. We must:

- Support the Annual Parish Leadership Conference (1997)
 Needed: \$250 per annum for Honoraria
- Support Parish Leaders in outside Training Opportunities (1997)
 Needed: \$750 per annum for Scholarship Assistance
- Support Education for Ministry program within the Parish (1997)
 Needed: \$750 per annum for Scholarship Assistance
- Ensure that Parish Structure responds to Leadership Gifts and Needs (1997)
 Needed: Revision and Updating of Parish Bylaws

C O M M U N I T Y

“In community we seek to welcome newcomers, nurture friendships and family life, minister to the ill and infirm, and celebrate the parish’s identity with sincerity and love as we grow in number and diversity.”

Welcoming Newcomers is already an outstanding ministry at St. Peter’s as the community’s tone invites visitors, personal contacts are made, follow-up is carried out, and newcomers are incorporated into the Parish’s life. As we strengthen this ministry we intend to:

- Publish a Brochure introducing the Parish (1977)
 Needed: \$500 for Printing costs
- Institute Bring-a-Friend Sunday
- Advertise regularly in media outlets
 Needed: \$750 per annum for Advertising costs
- Produce a Video Introduction to the Parish (1977)
 Needed: \$1,500 for professionally produced Video
- Install an attractive and communicative Church Sign on Massachusetts Avenue (1997)
 Needed: \$2,000 for construction of a Church Sign

Nurturing Friendships and Family Life is an important ministry in the city, where many feel isolated and where community can be difficult to build. The diversity of St. Peter’s congregation calls for intentional effort in building bonds of mutual caring. In the

context of the congregation as a whole, it is important to nurture small-group fellowship. We intend to:

- Establish a Network of House Churches meeting in neighborhoods (1997)
- Hold an Annual Parish Retreat for all members, children as well as adults (1997)
 Needed: \$1,000 per annum for Conference Center costs
- Form a fellowship group for Young Adults (1997)
- Sponsor Parish Pilgrimage to Bernard Mizeki Festival in Zimbabwe (1997)
 Needed: Planning to determine feasibility
- Organize Outings and Trips for parishioners to relax together (2000)
- Sponsor Parish Pilgrimage to Holy Land (2004)
 Needed: Planning to determine feasibility

Ministry to the Ill and Infirm is an ever-present concern as parishioners experience health crises and as some parishioners move into the later stages of life. The existing community of St. Peter's reaches out to many, but the growth of the Parish calls for a more intentional and organized approach to ensuring that all are included in the life and ministry of the Parish. We must:

- Form a Parish Visiting Team to ensure regular visits to the ill and infirm (1997)
- Install Audio Taping System to provide tapes of liturgies to homebound (1997)
 Needed: \$2,000 for Audio Taping System
- Purchase a Parish Van to assist people in travelling to St. Peter's (2000)
 Needed: \$25,000 for Purchase of a Van
 Needed: \$1,500 per annum for Operating a Van

Growth in Number and Diversity is already a striking feature of life at St. Peter's. While numerical growth is not a primary goal, we believe it is an important goal, and we have established membership and attendance targets. Growth in diversity is equally important if St. Peter's is to sustain its role as a community which reflects and reaches out to the community in which it is located. We intend to:

- Grow our membership and attendance by 15% each year and so double in five years
 By 1998 this will entail a membership of 500 and a weekly attendance of 250
- Follow through on objectives above related to Welcoming Newcomers (1997)
- Ensure that all Members and Newcomers are incorporated into ministries (1997)
- Follow through on objectives above related to Worship in Other Languages (2000)

Celebrating the Parish's Identity as a community in Christ is the joyful fruit of people coming together to carry out all that is envisioned in this Long-Range Plan. At the same time, it calls for intentional planning and offering of opportunities for fun and celebration. We intend to:

- Publish *The St. Peter's Net* monthly (1997)
 Needed: \$3,000 additional to support monthly publication
- Hold regular Parish Suppers and Breakfasts (1997)
- Offer opportunities for Parties and Trips (1997)
- Encourage each Ministry Group to hold an Annual Social Occasion (1997)
- Publish regular Pictorial Directory Updates (1997)
- Form a Publicity Committee to publicize the Parish in the Diocese and beyond (1997)

MISSION OUTREACH

“In mission outreach we seek to encourage friendship and neighborhood evangelism, engage with the needs of Cambridge as a multicultural and urban environment, respond to the poor with concern for social justice, and involve the parish with the wider world through partnerships in the Anglican Communion and beyond.”

Friendship and Neighborhood Evangelism is simply our response to Christ’s call to share the Gospel with others in the course of everyday life with friends and in the places where we live and work. We rejoice in the many people God is calling to St. Peter’s, but we also believe that intentional practice of evangelism is the call of every Christian. We intend to:

- Re-convene an Evangelism Committee in the Parish to plan evangelism (1997)
- Offer leadership and training in evangelism to parishioners (1997)
 Needed: \$250 per annum for Honoraria and Materials
- Implement a program of Evangelistic Outreach in parish neighborhoods (1977)

Engagement with Cambridge as an Urban and Multicultural Environment is well underway through a variety of initiatives and partnerships. We see this as integral to the Parish’s call to mission. We intend to:

- Strengthen Wordworks as our major community initiative in family literacy (1997)
 Needed: \$10,000 per annum for Staff, Materials, Publicity, Communication
- Strengthen our partnership with the Cambridge Family YMCA (1997)
- Strengthen the Parish’s AIDS Ministry
- Form Parish links with the Cambridge Senior Center (1997)
- Explore Parish membership in the Chamber of Commerce (1997)
- Explore Parish membership in the Central Square Business Association (1997)
- Strengthen our relations with Ethiopian and Japanese congregations
- Participate in Cambridge Cultural and International Events

Responding to the Poor in Central Square is imperative in this poorest section of Cambridge, where gather many of the homeless of the metropolitan area. We seek to respond not only to immediate needs but to the systemic social, political, and economic realities that create and aggravate poverty in our area. We intend to:

- Participate in the Adopt-a-Room program of the Interfaith Assembly on Housing and Homelessness (1997)
- Invest a portion of the Parish Endowment in a Community Loan Fund (1997)
- Establish at St. Peter's a Weekly Meal Program for the poor and homeless (2000)
Needed: \$15,000 for Kitchen Equipment
- Establish a Redemption Center for cans and bottles (2000)
Needed: \$2,000 for Equipment
- Continuing to provide Food Vouchers for qualified requesters (1997)
- Strengthen relationship with Centro-Presente and Diocesan Refugee Office

Wider Mission Partnerships commit the Parish to contributing to the needs of the wider world and also to learning from the diverse ways God is working in other parts of the Anglican Communion and beyond. As we strengthen our involvement in wider mission, we will:

- Establish a Companion Relationship with a parish in the Two-Thirds World (1997)
- Establish a Companion Relationship with a Boston-area suburban parish (1997)
- Help support Cross-Cultural Missionaries working in other countries (1997)
- Undertake Parish Pilgrimages to Zimbabwe (1997) and the Holy Land (2000)
- Support leadership training in Partnership Dioceses (Manicaland, others . . .)

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**STEWARDSHIP:
RESPONSIBILITY AND OPPORTUNITY
TO IMPLEMENT THE LONG-RANGE PLAN**

Stewardship is the responsible care of the resources God has given us and the faithful use of those resources in the work God has given us to do. The resources in the care of St. Peter's include its vision and plans, the people's gifts for ministry, the staff, the physical facilities, and the Parish's financial contributions and assets. What stewardship will enable this People of God to implement the Long-Range Plan?

Parish Staff will need to be increased substantially in order to accomplish the objectives set forth above in the Long-Range Plan. Some staff enhancements have been noted above. A summary of staff enhancements is as follows:

- Clergy — 1.50 by 1997. Two fulltime by 2000. Three fulltime by 2004.
- Secretary — .75 by 1997. One fulltime by 2000. 1.50 by 2004.
- Minister of Music — .50 by 1997. One fulltime by 2000.
- Sexton — .50 by 1997. One fulltime by 2000.
- Education & Youth — .50 by 1997. One fulltime by 2000.
- Mission — .50 by 2000.
- Wordworks — By 1997: 1.50 Afterworks, One fulltime Family Partners.

Care and Repair of the Physical Facilities is a major necessity and responsibility that must be carried out faithfully if any of the Long-Range Plan is to become a reality. St. Peter's is blessed with an attractive and useful physical plant. After many years of minimal care, the Church and Rectory have received major attention since 1991. Yet many major property projects remain before us. Although some of these have been listed above in the areas of concern, all property projects are listed here for the sake of summary overview:

• **Church Exterior**

- *Install Church Sign on Massachusetts Avenue: \$2,000 (1997)*
- *Repair and replace Slates and Flashing as necessary: \$160,000 (1997)*
- *Repair Stone Masonry around entrances and windows: \$5,000 (2000)*
- *Install Water Source for watering Parish trees: \$500 (1997)*
- *Repaint Brickwork: \$50,000 (2004)*

• **Handicapped Accessibility for Church and Undercroft**

- *Install Elevator from Undercroft to Sanctuary : \$60,000 (2000)*
- *Modify Restrooms from accessibility: \$15,000 (1997)*

– *Modify Church & Undercroft Entrances for Accessibility: \$40,000 (2000)*

- **Church Sanctuary and Chapels**

- *Move High Altar to free-standing position: \$15,000 (1997)*
- *Install effective Sound System: \$5,000 (1997)*
- *Install Ceiling Fans: \$2,500 (2000)*
- *Paint Church Interior: \$25,000 (2000)*
- *Install Lights for major stained-glass windows: \$5,000 (2000)*
- *Install Tile Floors: \$20,000 (2004)*

- **Pipe Organ**

- *Conduct necessary Repairs: \$30,000 (1997)*
- *Install Additional Register: \$10,000 (2000)*

- **Utilities**

- *Install new Wiring \$20,000 (2000)*
- *Install more Zoning in heating system: \$10,000 (2000)*
- *Install new Boilers: \$40,000 (2004)*
- *Install new Piping: \$20,000*

- **Rectory**

- *Install new Storm Windows: \$3,500 (1997)*
- *Replace Fencing: \$1,500 (1997)*
- *Install New Boiler: \$5,000 (2004)*
- *Re-design Kitchen: \$10,000 (2000)*

Parish House Recovery is a major priority in providing the Parish with the physical space required to offer and carry out the many ministries included in the Long-Range Plan. Since the Parish House was leased on a longterm basis, St. Peter's has used its available space in the Undercroft very efficiently. The growth of ministries since 1991, however, has put increasing pressure on the present space. What is planned for the future will be difficult to achieve without re-appropriating the Parish House for the use of the Parish, with some ancillary rentals to assist in its upkeep. We intend to:

- Reappropriate the Parish House from its present leasee (1997)
Needed: \$450,000 to discharge the FAR Group's renovation debt
- Carry out necessary Renovations for Parish use (1997)
Needed: \$50,000 for Building Renovation
- Increase the Parish Budget to cover shortfall of FAR Group's rent (1997)
Needed: Increase of \$30,000 in annual Parish Budget
- Increase Parish Budget to cover Parish House Maintenance (1997)
Needed: Increase of \$10,000 in annual Parish Budget

Stewardship Ministry has made made major progress in the life of the Parish, but we still have major steps ahead as we grow in faithfulness. We must:

- Continue to grow in offerings of Time and Talent
- Make better connections between people's Gifts and Ministries in the Parish
- Grow the number of pledges by 15% per year, doubling to 180 by 1999
- Make substantial progress in Tithing throughout the Parish

Financial Giving and Management are major areas of concern if the Long-Range Plan is to be supported. The following goals appear to be appropriate:

- Double financial giving by 1998, from \$130,000 to \$260,000
- Double the Parish Budget by 1998, from \$155,000 to \$310,000
- Ensure that management of Endowment is accountable to Vestry (1997)
- Devote Tithe of Parish Budget to mission beyond Parish (1997)
- Devote 50% of Parish Budget to mission beyond Parish (2004)