



2023 Strategic Plan

Presented to Parish Board on September 26th, 2023

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Executive Summary to the Parish Board

In May of 2022, Parish Board approved the formation of a Strategic Planning Group ("SPG") to identify priorities for Pilgrim Church's Christian mission for the next three years (2024-2027). It charged the SPG to develop a plan to strengthen the engagement and involvement of Pilgrim Church's congregation and the greater community.

The SPG began work in the summer of 2022, focusing on the Church's five core values (Service, Christian Teaching, Worship, Welcome, and Community), as identified by the *2020 and Beyond* Committee. The SPG interviewed UCC leadership, leaders of other churches, Pilgrim Church's minister, staff, and the congregation's members, visitors, and friends. The SPG also studied Pilgrim Church documents, including its bylaws and staff job descriptions. Additionally, the SPG designed and distributed a survey to better understand the congregation's aspirations for the Church's future and to make recommendations to achieve these goals.

During this extensive investigation, the following areas of concern (caused in part by changing demographics and exacerbated by COVID-19) are among those that this plan attempts to resolve:

- Less congregational engagement (especially by younger families) in Church activities, volunteerism (including committee participation), and financial support than in the past
- Fewer new participants, perhaps in response to insufficient welcoming and integration of potential new members and outreach to the community by the whole Church, than in the past
- The Pastor and Director of Congregational Ministries (DCM) doing administrative tasks that crowd out their regular responsibilities due to staff vacancies and reduced staff hours
- A reduced level of administrative oversight, including annual goal-setting and performance evaluations (contrary to By-laws), by committees and staff.

The SPG's analysis identified three themes: Congregational Engagement, Christian Education, and Community Outreach.

I. Congregational Engagement

A vibrant church is one made up of members working together to embody the mission and values of the Church. A fully engaged congregation has a shared spirit of community. To these ends, the SPG has identified four areas of focus:

- Welcoming - actively engaging visitors
- Church programming - keeping members engaged through new and existing opportunities for community service, social activities, intergenerational gatherings, support groups, adult discussion groups, and Christian education
- Energizing volunteerism - utilizing human resources within the church to serve on committees and in leadership roles
- Update the ways we communicate within our congregation and in our community.

II. Christian Education

Pilgrim Church members benefit from a faith formation program that provides education and enlightenment at all stages of life, from an introduction to Christian principles in early childhood to preparing for and meeting the challenges of different phases of adulthood. A personal journey of faith beginning in preschool and extending to the end of life evolves as each individual develops and builds personal spirituality based on Christian faith, life experience, and congregational traditions.

Programming will target the educational needs of:

- Children in preschool/elementary school

- Teens in middle school/high school
- Adults (faith formation and lifelong learning)

III. Community Outreach

The SPG recommends that the Church create new events and reinvigorate previous events to renew the Pilgrim Church community and strengthen relationships between congregants. Feedback from the SPG Survey identified these events as opportunities to engage the greater Sherborn community.

To increase community participation in Pilgrim Church's ministries and missions and enhance the Church's vibrancy, the SPG recommends:

- Inviting the public to events and ministry
- Instituting an outreach program for new residents
- Launching a communications campaign that connects members with local towns' residents.

Conclusions

We believe our Church's strength and vibrancy come from its members' commitment. We are at our best when members step forward and contribute to our mission through their time, talent, and energy to perform the various roles and tasks necessary. In that regard, individuals and committees must be held accountable for our contribution(s) as parishioners, committee members, and chairs, as well as employees.

We recommend that Parish Board ask all committees to annually reexamine their purpose, function, and operations as defined in our By-laws and recommit to fulfilling those goals with new vigor.

As part of that commitment, we also ask members to examine their personal contribution(s) to the collective life of our Church and be as fully engaged as possible.

To meet these goals, we recommend some changes as well as a return to some tried and true practices. We recommend that Pilgrim Church, as summarized in the attached charts:

- Hire a Director of Christian Education and Faith Formation (DCE&FF)
- Hire a full-time Administrator
- Create two new committees
 - Outreach and Engagement
 - Welcoming
- Make revisions to existing committees
 - Christian Education Committee becomes the Christian Education & Faith Formation Committee
 - Missions Committee increases its oversight of the Church's missions, including social advocacy
 - Streamline the function of the existing Hospitality and Outreach Committee

The attached charts contain more detailed descriptions, rationale, and recommendations for how these changes will benefit our Church. A detailed report is available upon request.

Thank you for evaluating our recommendations. We have engaged in thoughtful and prayerful dialogue to create a vision for the future of our congregation to share the unique gifts we bring to each other and the wider community. We face an exciting time together as we seek to thrive as a Christian community in the twenty-first century. We are grateful to work with you and be part of the process.

Sincerely,
STRATEGIC PLANNING GROUP

Recommendations for Pilgrim Church Committees

NEW COMMITTEES		EXISTING COMMITTEE MODIFICATIONS
<p><u>OUTREACH & ENGAGEMENT</u></p> <p>Purpose: To provide faith-based opportunities for enhanced social engagement and ministry events outside of worship for the congregation and broader community.</p> <p>5-7 members, plus outside help as needed.</p> <p>Expectations/Recommendations: Working with the Pastor,</p> <ul style="list-style-type: none"> • Generate Active Engagement: <ul style="list-style-type: none"> - Organize/facilitate social and support groups - Coordinate with committees to each provide one event/yr. (E.g., Progressive dinners, Christmas caroling, informational) - Create discussion groups, coordinating with CE&FF - Organize and publicize fall kick-off - Coordinate and promote holiday-related events • Create an Outreach Program: <ul style="list-style-type: none"> - Use a marketing approach to programs and ministries that will create interest in and welcome people to investigate the Pilgrim Community - Explore best practices, including hiring a consultant, to communicate PC's message to the local communities - Provide outreach to new residents - Investigate and update ways to communicate with members of the congregation and the wider community - Create protocols for staff and volunteers to publicize events at Pilgrim Church (consistent messaging and image) <p>*In process or already completed.</p>	<p><u>WELCOMING</u></p> <p>Purpose: To create intentional procedures for welcoming to worship service, identifying visitors and potential new members, and maintain contact with visitors and new and existing members.</p> <p>5-7 members, plus outside help as needed.</p> <p>Expectations/Recommendations: Working with the DCM (and coordinating with the DCE and the Deacons),</p> <ul style="list-style-type: none"> • Organize Welcoming Procedures <ul style="list-style-type: none"> - Coordinate greeters - Develop follow-up welcoming procedures for visitors - Set up a mentor program for new arrivals - Utilizing Church Windows, organize with the Administrator post-visit contact/visits by staff and volunteers - Review the new member brochure and create/update a new member handbook* - Develop and share practices to make coffee hour and other gatherings more welcoming, kind, and inclusive. - Work with Property Trustees and Grounds Committee to make physical improvements to the front entry, grounds, and Fellowship Hall to make more welcoming* • Recruitment <ul style="list-style-type: none"> - Work with the Church Administrator to update the information in Church Windows - With one member each from the Welcoming and Engagement/Outreach committees, the DCM, and Moderator, form a group annually to recruit and staff committee and office positions (seasonal Oct-Dec) for Annual Meeting approval 	<p><u>1) CHRISTIAN EDUCATION AND FAITH FORMATION (CE&FF)</u> <u>(Currently Christian Ed.)</u></p> <p>Purpose: To provide opportunities for faith development from preschool to adulthood.</p> <p>Expectations/Recommendations:</p> <ul style="list-style-type: none"> • Oversee vibrant Sunday school • Coordinate with other committees to build robust programming outside of Sunday school for families with children • Develop and oversee youth programs (OWL, Confirmation, MSYG, and SHYG) • Develop and oversee additional adult education programs • Provide outreach communications for CE&FF programs • Maintain Church Windows for CE&FF programs (Share information about new participants with the DCM) <p>Support:</p> <ul style="list-style-type: none"> • Additional committee members • Employ a CE&FF Director* <p><u>2) MISSIONS</u></p> <p>Purpose: To build a balanced ministries program that reflects the Mission Committee's statement of purpose, including the importance of social advocacy.</p> <p>Expectations/Recommendations:</p> <ul style="list-style-type: none"> • Identify and coordinate with ministry leaders • Provide support for missions/ministries, including outreach communications <p>Support: Re-evaluate committee structure</p> <p><u>3) HOSPITALITY</u> <u>(currently Hospitality & Outreach)</u></p> <p>Maintain important hospitality duties, as at present</p>

Recommendations for Pilgrim Church Staff

Director of Christian Education and Faith Formation	Full-Time Administrator*
<p style="text-align: center;">Summary</p> <ul style="list-style-type: none"> • Report to and coordinate with the Pastor • Work with the CE&FF Committee for coordination and support <p>Manage all levels of Christian Education</p> <ol style="list-style-type: none"> 1. Coordinate preschool care for Sunday Worship 2. Sunday School (Grades K-5) <ul style="list-style-type: none"> • Recruit teachers • Manage curriculum and activities • Coordinate with Pilgrim Church committees to build: <ul style="list-style-type: none"> – Programming outside of Sunday school for families with children – Outreach programs for the community (one program/month) • Maintain attendance records and contacts in Church Windows for outreach and welcome • Share information about new participants with the DCM 3. Coordinate/lead youth programs <ul style="list-style-type: none"> • Evaluate models of middle/high school youth programs • Select and train youth leaders • Organize and lead youth events • Lead OWL program • Assist in planning/promoting the annual baccalaureate event 4. Adult Faith Formation <ul style="list-style-type: none"> • Create an ongoing and consistent program of adult education/faith formation • Coordinate with the Pastor and faith leaders for program leadership, such as: <ul style="list-style-type: none"> – Bible study – Book study – Discussion groups – Christian history programs – Support & social groups 	<p style="text-align: center;">See current job description 8/26/23</p> <p style="text-align: center;">Additional Duties:</p> <ul style="list-style-type: none"> • Coordinate with committee chairs to promote events • Oversee communications <ul style="list-style-type: none"> – Electronic – Written – Monthly newsletter – Publication of Parish Board minutes • In coordination with the DCM and DCE, update and maintain information in Church Windows

Three-Year Timeline to Implement the Strategic Plan

PROGRAM YEAR	September – January	February – June	Summer
2023-24	<ul style="list-style-type: none"> • Hire a part-time CE Director* • Hire a full-time Administrator* • Begin search for a communications firm • Develop a committee and officer staffing plan for 2024* <p><u>Immediate Changes</u></p> <ul style="list-style-type: none"> • Present the SPG plan • Add four <i>ad hoc</i> members to CE (two youth and two adult ed. reps)* • Form <i>ad hoc</i> Welcoming Committee* • Form <i>ad hoc</i> Outreach and Engagement Committee* • Form an implementation planning group, including drafting revisions to the Church's by-laws • Review bulk mail permit 	<ul style="list-style-type: none"> • Launch new committees and implement changes to current committees • Begin developing a master plan for the front entry, grounds, and Fellowship Hall* • Train the staff and relevant committee members on Church Windows • Begin implementing the communications and outreach plan • Review the 2023-24 programming year and set goals for the 2024-25 programming year 	<ul style="list-style-type: none"> • Publish the Church calendar for 2024-2025
2024-25	<ul style="list-style-type: none"> • Expand the scope and hours of CE&FF Director • Fully implement the communications and outreach plan • Begin front entry, grounds, and Fellowship Hall renovations* • Re-evaluate Church Windows as the Church's information system • Develop a committee and officer staffing plan for 2025 	<ul style="list-style-type: none"> • Review the 2024-25 programming year and set goals for the 2025-26 programming year 	<ul style="list-style-type: none"> • Publish the Church calendar for 2025-2026
2025-26	<ul style="list-style-type: none"> • Assess and evaluate the Strategic Plan's effectiveness and recommend changes • Develop a committee and officer staffing plan for 2026 	<ul style="list-style-type: none"> • Begin adopting recommendations (may require Congregational votes) • Review the 2025-26 programming year and set goals for the 2026-27 programming year 	<ul style="list-style-type: none"> • Publish the Church calendar for 2026-2027

* In process or already completed.

I. Background

In 2017, the Parish Board commissioned the 2020 & Beyond group to identify the shared values and important priorities of Pilgrim Church's members and friends.

The 2020 & Beyond group identified five important values of Pilgrim Church:

1. Welcome
2. Community
3. Worship
4. Christian teaching
5. Service.

It also inventoried the activities of Pilgrim Church, ascribing each activity to one of the Church's identified important values. The SPG updated the inventory (shown in Exhibit 1).

The 2020 & Beyond group identified several priorities that it believed to be critical to the vitality of Pilgrim Church:

1. Increasing membership, especially among young families and families with children.
2. Increasing engagement and involvement of existing members and the greater community.

The group suggested that the Church create and expand programs for parents and families by creating a Parent Task Force that would spearhead and oversee activities such as discussion and book groups of interest to parents, service/social justice programs in which families can participate together, and outdoor activities such as Christmas and Easter story and activity programs. It also advocated the Church expand and promote racial/social justice programs by creating a Social Justice Taskforce that would strengthen our relationship with Bethel AME Church and lead and communicate the Church's commitment to Diversity, O&A, Racial justice, ADA support, Women in place of leadership, etc. The 2020 & Beyond Group advocated for the Church working towards becoming a better environmental steward of God's Creation by creating a Creation Care Task Force. It also recommended updating the Church's communications plan. The Church implemented many suggestions, although some failed to gain traction, especially given recent events, including COVID-19.

In 2022, the Parish Board approved the formation of the 2022 Strategic Planning Group (SPG) to update the important work of the 2020 & Beyond group, taking into account the profound changes in church life that occurred during and after the COVID pandemic. The goal was to discern "Who is God calling Pilgrim Church to be in the years ahead?" and build a longer-term plan to position Pilgrim Church for the future.

The SPG began work in the summer of 2022, focusing on the Church's five core values (Service, Christian Teaching, Worship, Welcome, and Community), as identified by the *2020 and Beyond* Committee. The SPG interviewed UCC leadership, leaders of other churches, Pilgrim Church's minister, staff, and the congregation's members, visitors, and friends. The SPG also studied Pilgrim Church documents, including its bylaws and staff job descriptions. Additionally, the SPG designed and distributed a survey (<https://pilgrimsherborn.org/strategic-planning->

group/) to better understand the congregation's aspirations for the Church's future and to make recommendations to achieve these goals.

This extensive investigation revealed several areas of concern:

- Less congregational engagement (especially among younger families) in Church activities than in the past. Between 2009 and 2022, average program-year Church attendance fell by 57 percent, and the number of children registered for Sunday school between 2009 and 2021 declined by 60 percent. The average number of children attending Sunday school fell by 70 percent.
- Attenuated volunteerism. Anecdotally, committee participation has suffered, and it has become increasingly challenging to recruit volunteers.
- Less financial support than in the past. Giving units fell by 45 percent between 2009 and 2022.
- The Pastor and DCM do administrative tasks that crowd out their regular responsibilities.
- A reduced level of administrative oversight, including annual goal setting and performance evaluations (contrary to By-laws), by committees and staff.

II. Recommendations

In this report, The SPG provides recommendations to address the above areas of concern. We have identified three priorities for the Church: Expanding opportunities for congregational engagement and outreach to the community, enhancing our welcoming procedures for new and returning members, and enhancing our Christian education programming.

A. Congregational Engagement and Outreach to the Community

“When two or three are gathered together in My name...” (Matthew 18:20)

Christians are to practice Christianity in community. We come together, get to know each other, and are there to help each other and serve God. In community, we establish relationships, engage each other, challenge one another, and grow.

Sunday worship is central to building a community, as are activities outside of worship. These events allow us to deepen our attachment and connection to the church and serve God in alternate ways through ministries and missions. COVID-19 separated many of us, and we must proactively reconvene, reengage, and recreate.

Congregational engagement, as we use the term, encourages connection to the church by providing opportunities for interaction outside of Sunday worship. We hope that the Church can reengage members who are no longer active and increase enthusiasm for and volunteerism in it. As an inclusive congregation, we also want to include the wider community, bringing new people in to be with us and serve God. We need to intentionally invite people and provide opportunities for connection.

The church can engage congregants and our neighbors by planning and promoting community service events, social activities, intergenerational gatherings, Christian education opportunities, support groups, and adult discussion groups. Successful past activities include:

- Family Promise
- Angel Tree
- Bethel AME relationship
- Green Initiative
- Christmas/Easter events
- Social justice activity

The SPG recommends trying some new programs beyond these “tried and true” activities. For example, we could periodically hold a whole-family dinner organized with break-outs for a) parent discussions on different topics, b) youth group meetings, and c) child care/kids activities. Parents would be able to get to know one another, and family members could have fun. The church could host community-wide events co-hosted with organizations like the Council on Aging, library, Police, or Community Center. We could offer faith-based discussion groups led by volunteers.

The Strategic Plan envisions the establishment of an Outreach and Engagement Committee, made up of 5-7 members (plus outside help), that would work with the Pastor to generate active engagement by congregants and the community. The O&E Committee would be responsible for:

- Working with other Church committees, volunteers, and staff to offer faith-based opportunities for enhanced social engagement and activities outside of worship. If each committee offered even one activity yearly, the Church’s calendar would be filled with vibrant activities.
- Creating a comprehensive communications program to build interest in and welcome people to Pilgrim Church. The SPG recommends the committee explore best practices and perhaps hire a firm to help the Church identify and reach local communities and develop standardized professional materials that all ministries and staff could use to promote events. The firm could review the Church’s existing outreach materials, including its website, e-Word, Newsletter, and social media accounts, for possible improvements. It could help the Church build a following on its social media accounts.
- Creating an outreach plan for families that move to Sherborn and neighboring towns
- Investigating and updating ways to communicate internally
- Creating protocols for staff and volunteers to promote events at Pilgrim Church
- Ensuring the Church’s calendar of events is published at the beginning of the program year to help people plan.

To further the Church’s congregational engagement and outreach initiatives, the SPG recommends the Missions Committee review its structure to ensure it can allocate mission funds and coordinate and support the Church’s hands-on missions and ministries to further God’s peace, justice, and love. The SPG recommends the Committee coordinate all “free-floating” ministries and missions, with the leaders of these activities sharing their plans and updating the Committee. The Missions Committee would offer support, resources, and guidance to the mission and ministry leaders, including for communications and mission

succession planning. Given the Mission Committee's statement of purpose, the Committee's members and Pastor should ensure it is building a balanced ministries program that includes social advocacy.

Finally, the SPG recommends changing the name of the Hospitality and Outreach Committee to the Hospitality Committee. This change would not alter the scope of responsibilities of the current committee but would help reduce any confusion in its charter.

B. Welcoming

A warm Pilgrim Church welcome actively engages visitors, newer attendees, and returning members and ultimately integrates them into the life of the Church. From the first contact with the pastor and DCM at the door of the Church to coffee hour in Fellowship Hall, follow-up visits and calls from the Pastor and DCM, and invitations to be involved in Church activities, connection is critical to making someone feel as though they are welcome and belong.

The SPG recommends Pilgrim Church strengthen its welcoming procedures. We note the *2020 & Beyond* Report identified this need, as well. We recommend the establishment of a Welcoming Committee, made up of 5-7 members (plus outside help), that would work with the DCM (who would coordinate with the DCE and the Deacons) to create intentional procedures for welcoming new attendees to worship service and integrating them into the community. With the DCM, the Welcoming Committee would be responsible for:

- Building and updating welcoming procedures, including coordinating greeters, encouraging the use of name tags, developing follow-up welcome procedures (such as post-visit contacts/visits by staff and volunteers), and setting up a mentor program.
- Developing and sharing practices with the Congregation to make coffee hours and other gatherings more welcoming, kind, and inclusive.
- Working with the Church Administrator to ensure visitor and member information is collected, entered, and updated in Church Windows. In the long term, identifying and perhaps procuring an information system to support PC's ministries and missions.
- Reviewing the new-member brochure (that could be distributed to new families in the area) and creating a new member handbook. The handbook might include information such as the church's organization chart, a building diagram, and the names and contact information for church and committee leaders.
- Recruiting volunteers for Church committees and officers. With one representative from the Welcoming and Engagement/Outreach committees, the DCM, and the Moderator, recruit and work to staff committee and office positions (seasonal Oct-Dec) for Annual Meeting approval
- In the long term, working with the Property Trustees and Grounds Committee to make physical improvements to the front entry, grounds, and Fellowship Hall to make them more welcoming.¹

¹ Portions of these projects have begun.

C. Christian Education & Faith Formation

Pilgrim Church members benefit from a faith formation program that provides education and enlightenment at all stages of life, from an introduction to Christian principles in early childhood to preparing for and meeting the challenges of different phases of adulthood. A personal journey of faith beginning in preschool and extending to the end of life evolves as each individual develops and builds personal spirituality based on Christian faith, life experience, and congregational traditions. Current programming targets the educational needs of:

- Children in preschool/elementary school
- Youth in middle school/high school
- Adults (faith formation and lifelong learning)

To support the current programs and expand learning opportunities, the SPG recommends the Church invest more deeply in Christian Education programming.

1) Immediate Strategies: The SPG recommends Pilgrim Church:

- Fully support the CE and Personnel Committees and the Pastor to fill the current part-time CE Director vacancy, even as the Church considers possible changes to the By-laws, the CE Director's job description and salary, and current practices.²
- Pursue all avenues to increase available funds for this critical work.
- Utilize a multipronged approach to communicate Christian education and faith formation programs to active, previously active, and potential new members of Pilgrim Church.
- Refresh, fully staff, expand, and support the current CE Committee, enabling it to fulfill its responsibilities as described in the current By-laws of Pilgrim Church (*"The CE Committee ...works with religious education staff to create, implement, and support programs within Church School, Youth Ministry, and Adult Education"*). Specific steps include:³
 - Fill vacancies on the committee, ensuring at least two members are especially interested in youth faith formation and two members are interested in adult education.
 - Ensure the CE Committee fulfills its responsibilities as described in the By-Laws by working with the DCE to:
 - Oversee a vibrant Sunday school. The focus should be faith formation in a safe, fun, and nurturing environment with hands-on activities that allow children to get to know each other, the adults who work with them, and their faith through play.

² This project is complete.

³ The SPG recognizes the added burden of work that has fallen to members of the CE committee during the COVID-19 Pandemic and during the extended vacancies of a CE Director and Youth leaders. We are grateful for all the efforts to provide programs for children during this time and pledge to offer renewed assistance and support in going forward with this demanding and important committee work within our church community.

- Coordinate with other committees (Hospitality, Sacred Arts, Diaconate, Missions) to build robust programming outside of Sunday school for children and families with children both within and outside of Pilgrim Church (Provide at least one program per month). Examples of successful programs that should be continued and supported are:
 - Easter/Christmas Story hour
 - Miracle at 25 South Main Street
 - Blessing of the Animals
 - Multi-generational Christmas Tableau
 - Fall Church Fair
 - Christmas Caroling
 Other ideas might include:
 - Early dinner hour programs
 - Spizgetty supper
 - Bring a Grandparent/person to a church event
 - Bread making
 - Talent night
 - Facilitated parent discussion groups during some kids' events
 - Visit other churches, synagogues, mosques
 - Bring a friend to Game time
- Recruit and maintain an adequate staff of teachers, train and guide teachers, make provisions for teaching materials, aids, and adequate classroom facilities, and promote and sustain the church library
- Plan and promote robust youth programs (OWL, Confirmation, MSYG, SHYG, and High School Baccalaureate events). The SPG believes this role is critical as Pilgrim Church is sharing programming with the Dover Church. Each church should host at least one activity for each group each year. A sub-group of the CE Committee focused on youth programs should:
 - Evaluate the effectiveness of the current model of youth programming and help devise alternative models as conditions change.
 - Coordinate with Dover Church DCE and Committee to help plan shared activities.
- Oversee the development of additional adult faith formation programs. A CE Committee subgroup interested in adult faith formation and other volunteers should work with existing committees and the Pastor to plan and promote additional adult programs. These might include:
 - Bible Study
 - Book Study
 - Discussion Groups, such as evaluating current events from a faith perspective, inclusivity (Some examples: race relations, LGBTQ issues, Native American appreciation)
 - Study of Christian History

- Support/Social Groups, such as groups for young parents, grief support, family relations, dealing with illness, chronic disabilities (eating disorders, destructive behaviors), and support for non-binary teens

2) Strategies Going Forward

- Investigate and evaluate the possibility of employing a full-time Director of CE&FF responsible for Sunday School, the Middle School Youth Leader, 8th Grade Education classes (Confirmation and OWL Program), High School Youth Activities, and adult faith formation programs.
- Restructure the Christian Education Committee
 - Rename the Christian Education Committee as the Christian Education & Faith Formation Committee.
 - Define the purpose of the CE&FF Committee: *Pilgrim Church members will benefit from a faith formation program that provides education and enlightenment at all stages of life, from an introduction to Christian principles in early childhood to preparing for and meeting the challenges of different phases of adulthood. A personal journey of faith, beginning in pre-school and extending to the end of life, evolves as an individual develops and builds a personal theology based on Christian faith, life experience, and congregational traditions.*
 - Change the representation of the CE&FF Committee as designated in the By-Laws to “consist of six appointed members” (from: “consist of at least four members and up to six appointed members”) with two members as chairs of Children’s Education, two as chairs of Youth Programs, and two who serve as chairs of Adult Programs.
 - Revise the Committee’s function in the By-Laws to include building robust programming outside of Worship service for all ages both within and outside of Pilgrim Church.

The CE (and future CE&FF) Committee should:

- Meet in person or by Zoom at least four times per year and as needed
- Participate in/report to Parish Board (chairperson or designee) with written update reports and the Personnel Committee (performance review of CE Director and Youth Leaders, recommend salary changes)
- Help the DCE prepare an annual budget
- Assist in selecting the DCE and Youth Leaders with the Personnel Committee, Search Committee, and Pastor
- Oversee and help the DCE provide outreach communications for CE programs
- Ensure the DCE keeps attendance records and contact information for CE programs and shares information with the DCM.)

III. Resources

The SPG’s recommendations would require additional resources, including money, staff time, and congregational involvement. To better understand the Church’s current situation, the SPG

codified the current organizational resources, both staff and volunteers, available to implement a plan. Please see Appendix 2 for a diagram of Pilgrim Church's staff reporting structure and Appendix 3 for its staff and officers' responsibilities and contact information. Appendix 4 includes job descriptions for several key staff. Appendix 5 shows how the staff interacts with the Church's Other Ministries and Small Groups. Appendix 6 lists the responsibilities and contact information of the Church's Committees and Other Ministries/Small Groups.

In terms of staff time, an aspirational strategic plan, as proposed, would require the following:

- A full-time (as opposed to part-time) Director of Christian Education and Faith Formation (DCE&FF) or equivalent.
- A full-time Administrator to help committees execute plans, update and expand the data management system, and execute the communications plan.⁴
- An update of member information in the Church's database.

Other resources needed might include:

- A new data management system (if required)
- The hiring of a communications firm
- Money for more frequent mailings and outreach

IV. Governance

COVID-19 crushed many of the organizational functions of Pilgrim Church. During that time, the Church was understaffed, volunteerism suffered, and procedures had to be altered to make things work. Now the Parish Board and senior staff need to revisit the Church's practices and ensure we have the systems in place to manage anticipated growth and revitalization.

The Church also needs to revise the By-Laws and some staff job descriptions to the extent it adopts the Strategic Plan. The SPG recommends the Parish Board appoint a Strategic Plan Implementation Committee to begin activating it. This group, which should have members from the SPG, the Parish Board, and others, would report to Parish Board. It would present proposals to align the Strategic Plan with the Church's By-Laws, staff job descriptions, and committee structure. It would propose goals and deadlines for Parish Board to consider adopting. Parish Board needs to set up a system for accountability, including:

- Setting goals and deadlines for committees and church staff and monitoring Strategic Plan progress
 - Every committee involved in the Strategic Plan, including the Strategic Plan Implementation Committee, would report to the Parish Board monthly
 - The staff would report periodically regarding progress toward its Strategic Plan goals
- Reporting to the congregation at every Annual Meeting regarding the progress made toward implementing the Strategic Plan

⁴ A full-time Church Administrator was hired in September 2023.

Beyond implementing the Strategic Plan, the SPG recommends current committee chairs review their committees' membership for vacancies. We recommend DCM work with the Moderator and Welcoming and Engagement and Outreach committee representatives to recruit and staff committees and office positions for Annual Meeting approval. We suggest committee chairs or representatives serve as lay leaders during the fall, updating the congregation about their committee's purpose, goals, progress, and opportunities to contribute. We recommend the Church host a "Job Fair" during a coffee hour before the Annual Meeting.

The SPG further recommends that the Pastor and DCM meet with the Church's committee chairs and adjacent staff member(s) (if applicable) in September each year (November in 2023) to discuss the Church's annual goals and calendar for the upcoming year. They should help committees and their adjacent staff member set specific, measurable goals, including a timeline, on which to work. Committee chairs should hold regular in-person committee meetings (with a Zoom option) starting in September and submit the minutes of their meetings to the Parish Board.

The Pastor needs to set annual goals for each staff member reporting to him/her and review their performance, along with input from the appropriate committee, annually. The Pastoral Relations Committee should set annual goals for the Pastor and review his/her performance annually. It should ensure the Pastor's job description matches the Church's current needs and reflect any shift in priorities with respect to engagement, welcoming, and outreach.

V. Summary

2030 will be Pilgrim Church's 200th anniversary. Who is God calling Pilgrim Church to be in its next century?

Pilgrim Church's strength and vibrancy come from its members' commitment. We are at our best when we contribute to the Church's mission through our time, talent, and energy to perform necessary roles and tasks. Towards that end, we encourage members to re-examine their personal contribution(s) to the collective life of our Church and become as fully engaged as possible. Let's hold ourselves accountable for our contribution(s) to build a Church that supports and sustains us.

Thank you for evaluating our recommendations. We have engaged in thoughtful and prayerful dialogue to create a vision for the future of our congregation to share the unique gifts we bring to each other and the wider community. We face an exciting time together as we seek to thrive as a Christian community in the twenty-first century. We are grateful to work with you and be part of the process.

Appendix 1: Pilgrim Church Ministries and Activities (Organized by the Church's "Five Important Values")

1. Welcome

Pilgrim Church welcomes former, existing, and potential congregants to Pilgrim Church in the following ways:

- Open and Affirming Initiative
- Christmas story/crafts
- Easter Story/crafts
- Creche
- Signage in front of the Church
- New member meetings/classes
- Scouts
- Alcoholics Anonymous

2. Community

Pilgrim Church welcomes and connects to its congregants and members of the local community in many ways:

- Public concerts/art shows
- Green Church Initiative
- Council On Aging
- Baccalaureate Celebration
- Fall Kick-Off
- Outreach to Bethel AME
- Church Fair
- Senior Café
- Blessing of the Animals
- Circle of Prayer
- Caring Cooks
- Carpe Diem
- Coffee Hour
- Correspondence Ministry
- Dedicated Drivers
- Potluck Suppers (other social events with a program)
- Weddings
- Funerals

The Pastor and DCM support the Pilgrim Church community by contacting congregants outside of worship.

3. Worship

Pilgrim Church offers its congregants and local community opportunities to worship throughout the week and on special occasions:

- Sunday Worship
- Special Worship Services (youth sponsored)
- Ash Wednesday Worship
- Drive-through ashes
- Maundy Thursday Service

- Good Friday Service
- Christmas Eve Worship
- Special Quiet Christmas Season Service (For people who are grieving or troubled during this time)
- Easter Sunday Worship

4. Christian teaching

Pilgrim Church offers the following educational opportunities for children, youth, and adults to learn more deeply about and build their faith:

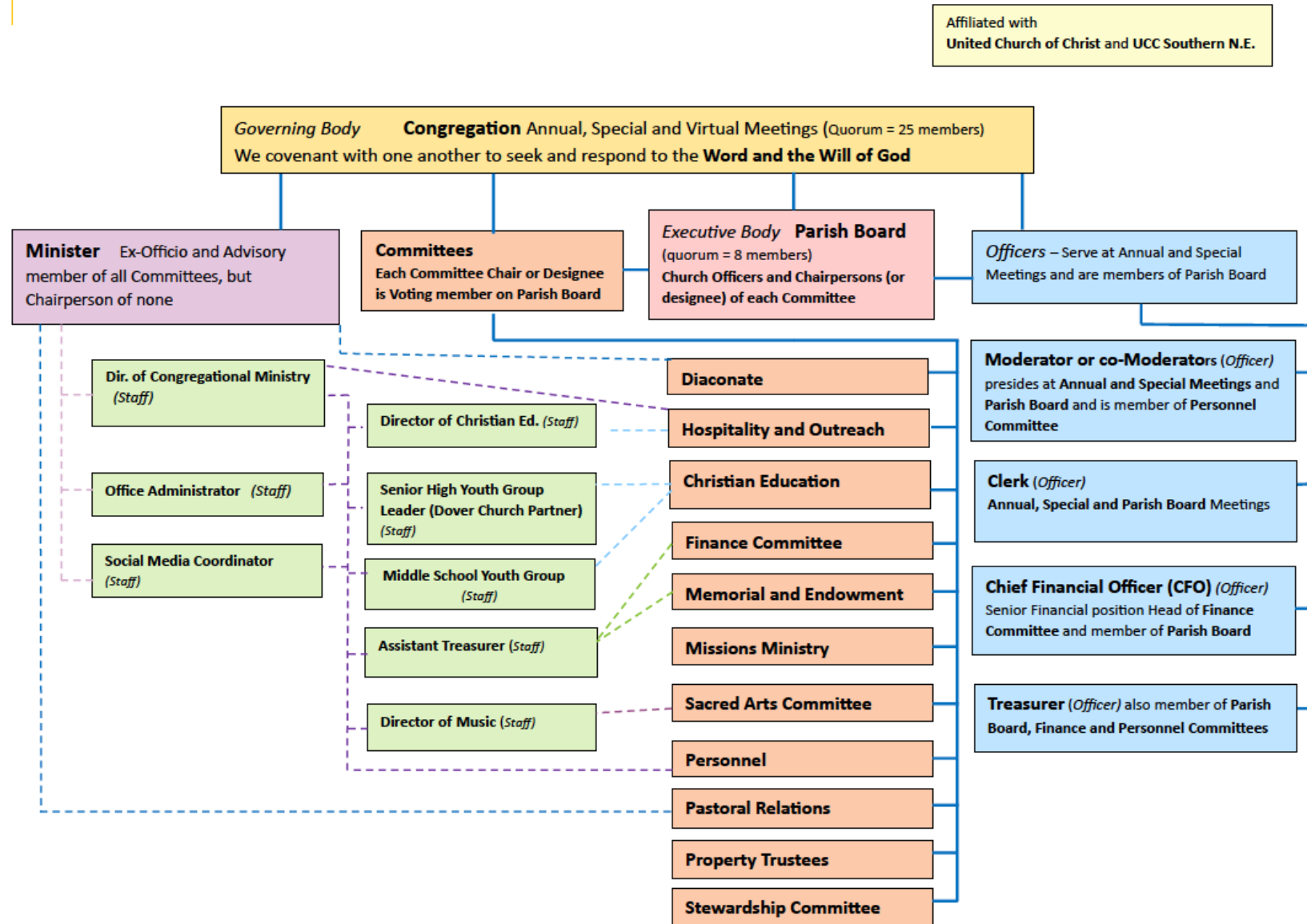
- Bible Study
- Faith-based book discussions
- Powell Fund for the Creative Word
- Sunday School
- Middle School Youth Group
- Confirmation
- Human Sexuality
- Senior High Youth Group

5. Service

Pilgrim Church serves its congregation, the local community, and the broader world in many ways:

- Family Promise
- Habitat for Humanity
- Hearts and Hands Ministry
- Angel Tree Gifts
- A Place to Turn Food Drive
- Brighton Food Pantry
- Common Cathedral Ministry
- Miracle at 25 South Main Street
- Fall Clothing Drive
- Pine Street Inn
- Salvation Army Dinners
- Senior High Youth Group service trip
- Adult Mission Trips
- Summer Giving Table

Appendix 2: Pilgrim Church Staff Reporting Structure



Appendix 3: Pilgrim Church Staff and Officer Responsibilities and Contact Information

STAFF

Senior Pastor Rev. John F. Hudson pastorjohn@pilgrimsherborn.org
Primary teacher, preacher, and Pastor to Pilgrim Church members and friends; head of staff; representative of the church in the wider community and the wider United Church of Christ; lead teacher, confirmation class; ex-officio member of every church committee and task force.

Office Administrator Cindy Sullivan admin@pilgrimsherborn.org
Responsible for managing the church calendar; assisting staff and committees with administrative/clerical support; creating, updating, and maintaining records of baptisms, weddings, funerals, mailing lists, directory listings, and the membership database. Create/prepare/print/post printables, including Sunday bulletin, quarterly Newsletter, Annual Report, Church Directory, and programs for funerals and weddings; print checks for signing and prepare rooms for meetings or functions.

Director of Congregational Ministry Janet Walsh ministries@pilgrimsherborn.org
Oversees New Member Ministry to assimilate new members and support new member efforts; provides Sunday Worship support for visitors and members; works closely with Pastor and volunteers to facilitate direct Care and Outreach; coordinates Caring Communications with church members and friends; maintains church website.

Director of Music David Tiedman music@pilgrimsherborn.org
Prepare and lead music for weekly Sunday worship and special occasions; prepare and conduct weekly rehearsals for chancel choir and handbell choir and special occasions; participate in weekly church staff meetings; manage music library; recruit soloists and instrumentalists for summer services and special events; maintain the organ, pianos, and handbells; participate in Sacred Arts Committee meetings and activities; manage expenses and departmental budget.

Director of Christian Education Victoria Gaisford education@pilgrimsherborn.org
Responsible for Sunday School education and curriculum with volunteer teachers; delivers children's message on Sundays; oversees the 8th grade OWL program and serves as logistics administrator for the confirmation program.

Middle School Youth Group Pilgrim/Dover Churches pastorjohn@pilgrimsherborn.org
Shared Program with Dover Church UCC. Develops and leads a bi-weekly hands-on program for middle school students with an emphasis on helping to make the world a better place.

Senior High Youth Group Pilgrim/Dover Churches kayla@thedoverchurch.org
Shared Program with Dover Church UCC. Develops and leads programs for Senior High Schools students, including the summer missions trip and the fundraising event to support it (has been helping with the Miracle on S. Main Street and the Church Fair in recent years).

Social Media Coordinator Saul Mendoza digitalmedia@pilgrimsherborn.org
Develop, administer, and promote content on social media platforms; assist with web and IT updates.

Assistant Treasurer

Cindy Sullivan

finance@pilgrimsherborn.org

Supplies and processes financial/contribution records for church/related ministries; prepares financial analyses of operations, including interim and final financial statements; assists with communication of church financial plans/policies, accounting practices, maintenance of fiscal records, preparation of financial reports, and manages daily accounting tasks budget controls.

OFFICERS (Officers and committee chairs who serve on Parish Board are designated with an *)

Co-moderators *

Kay Dunlap

kaydunlap@gmail.com

Steve Solomon

sslomon2@gmail.com

Plan agenda and preside at monthly meetings of the Parish Board, Annual Meeting, and other special meetings as needed; serve on Personnel Committee and support the Pastor and the Church with special projects such as appointing committees as needed.

Clerk *

Chuckie Blaney

chuckieblaney@alumnae.mtholyoke.edu

Keeps minutes of Parish Board, Annual Meeting, and any other special meetings. Sends out notice of Annual and special meetings.

Chief Financial Officer *

Bob McBride

creig@msn.com

Oversees the finances of the church in coordination with other Finance Committee members. Along with the Treasurer and Assistant Treasurer, invests excess funds. Reports to Parish Board monthly.

Treasurer *

Bart Morse

bhmorse@verizon.net

Oversees the work of the Assistant Treasurer and the Church Administrator's financial duties; reviews transactions and reconciles asset accounts, is the authorized signer for all contracts approved by various committees and all bank accounts, and oversees the preparation of the annual budget.

Appendix 4: Pilgrim Church Staff Job Descriptions

A. Director of Christian Education

Job Description

Pilgrim Church, Sherborn, MA, is an open and affirming congregation and a member of the Southern Conference of the United Church of Christ. The congregation represents Sherborn and a number of surrounding towns in the MetroWest Area.

Job description: Director of Christian Education

The Director of Christian Education will be a person grounded in the Christian faith who cares deeply about the moral and spiritual education of children and families, and is committed to strengthening their connection to the Church and its family related activities. The Director will:

Rebuild CE Programs for Young Families

- Visit current families with young children during the summer to encourage Sunday School participation beginning in September. This should not take as much time in future years
- Annually create and execute a plan for reaching out to new families in Sherborn and surrounding communities
- Coordinate with partnering Dover Church staff on Middle School/Senior High School youth groups
- Meet/coordinate with Christian Education Committee as needed
- Respond to questions and suggestions from parents, and community members
- Look for ways to engage parents and families in community building programs.

Plan and coordinate weekly Sunday worship classes and activities (Sept. - June)

1. Provide overall leadership of CE classes and programs for K-5 children
2. Recruit teachers
3. Plan lessons, purchase supplies and compile teacher books
4. Prepare Sunday children's message
5. Be at church for service/Sunday School on Sunday mornings (2.5 hours)
6. Complete reorganization of the Children's Wing and keep it updated—change to something less onerous
7. Organize Sunday morning nursery coverage
8. Arrange for snacks
9. Work with volunteers to plan and run Christmas Tableau

Other tasks

1. Attend staff meetings on Tuesday mornings (10-12)
2. Plan vacation bible school with Dover Church—(optional)
3. Work with the Pastor to plan/staff annual community Christmas story/Easter egg hunt
4. Purchase Bibles for K-3rd grade and confirmation
5. Plan and help staff OWL program (human sexuality class)—(optional)
6. Assist Pastor with Confirmation (optional)

Required experience:

Former work in Christian education or teaching experience with young children (preferably in a church setting) and/or work with families with young children.

Up to 15 hrs. per week for 44 weeks @ \$30 per hour (\$19,800). No benefits included.

Potential additional responsibilities:

Middle School Youth Group Director (4 hrs. per wk., \$30 an hour).

- Develop and lead a bi-weekly hands-on program for middle school students at Pilgrim Church and partnering Dover Church. This is a one-year trial program. Meetings will be held at Pilgrim Church.
- Job Type: Part-time, hourly
- Benefits: Flexible schedule
- Schedule:
 - Monday to Friday
 - Weekend availability

COVID-19 considerations: Masks are currently optional.

Ability to commute/relocate: Sherborn, MA 01770: Reliably commute or planning to relocate before starting work (Preferred)

Education: Bachelor's (Preferred)

Experience: teaching or work with children and families: 1 year (Preferred)

Work Location: One location

B. Church Administrator

Job Description

Job Summary

Reporting directly to the Senior Pastor, the Church Administrator manages the day-to-day operations and administrative tasks of the church. Responsibilities include communications, scheduling, data entry, bookkeeping, building management, interacting with church members, public and outside vendors, and staff support. The Church Administrator is the public “heart” of the church and needs to embody kindness and hospitality.

Position hours:

- 35-40 hours per week for 40 weeks per year (Sept-June)
- 20 hours per week for 10 weeks per year (July-August)

Qualifications

- Proven administrative experience
- Excellent written and verbal communication skills
- Proofreading, layout and editing skills
- Strong time-management and organizational skills
- Ability to multitask
- Proficient in Microsoft Office, knowledge of, ability to learn church management software (Church Windows)
- Interpersonal skills in working with staff, congregation, and community
- Understanding and support of the purpose and mission of the church
- Comfort and reliability in handling confidential information
- Ability to adapt to changing situations in a calm and professional manner
- Comfort in operating office machines
- High school diploma or equivalent

Administrative Tasks and Responsibilities

- ***Welcome and Communication***
 - Welcome church members and visitors, providing assistance as needed
 - Answer and direct phone calls
 - Coordinate overall church communications
 - Issue and manage church keys
- ***Office Management***
 - Generate/distribute emails, letters, spreadsheets, reports, forms, faxes
 - Maintain files (paper and computer)
 - Prepare correspondence, documentation, or presentation materials
 - Manage mail, post-office box, bulk permit, organize bulk mailing projects
 - Assist staff and committees with administrative/clerical support
 - Oversee/maintain church calendar; schedule and coordinate building use
 - Maintain office supplies including inventory oversight and ordering
 - Create, update, and maintain records and databases including pastoral records of baptisms, weddings, funerals, mailing lists, directory listings, membership database
 - Organize office volunteers

- Provide any other administrative support as Senior Pastor may direct
- Maintain Church Windows database, provide reports as requested
- ***Print, Media, Electronic Communications***
 - Create/gather info/ prepare/ print/ post/ mail:
 - Weekly e-Word (all church email) and forward to social media coordinator
 - Weekly Sunday bulletin
 - Quarterly Newsletter. Currently inactive but may be reinstated.
 - Annual Report
 - The Church Directory (keep in digital format, update monthly, print as needed)
 - Programs for funerals and weddings as Pastor requests
 - Coordinate with committee chairs to design and disseminate publicity for church events
- ***Building, Grounds and Equipment***

Working with the Property Trustees:

 - Supervise and coordinate day-to-day schedule of cleaning service
 - Provide trades people access to the Church during office hours
 - Schedule necessary general repairs and maintenance including:
 - water testing, pest control, snow plowing, lawn care, garbage and
 - recycling collection, elevator maintenance
 - Coordinate emergency repairs during regular business hours
 - Track and submit permit renewals (health department, fire safety)
 - Operate, maintain, and arrange service of all office equipment
 - Maintain, track, issue and copy all keys to and within the building
 - Keep Property Trustees apprised of any building issues
- ***Bookkeeping and Finances***

With support from the Assistant Treasurer:

 - Collect and code invoices for weekly payment
 - Input and process invoices
 - Assist in maintaining Accounts database
 - Prepare and make deposits
 - Send and track tax-exempt status to vendors
 - Collect fees for building use and functions
 - •Obtain annual budget data for the church Clerk and CFO
 - Support the Assistant Treasurer, as directed by CFO/Church Treasurer
- ***IT and Website***

With support from IT consultant and church volunteers:

 - Maintain/track office/ staff computers, printers, supplies, equipment
 - Keep web site content current (calendar, etc.), track and renew domain name
 - Track and renew software licenses (e.g., Office 365, Trend Micro Security)
 - Work with IT consultant for updates, server maintenance and any other IT issues that may arise

- ***Hospitality***

With support from the Hospitality and Outreach Committee:

- Schedule/assist with set-up/breakdown for meetings/ events as requested
- Provide support for Pastor at memorial services (paid honorarium)
- Organize catering, coffee, or other refreshments as needed

Revised: 8/26/23

SRM

C. Director of Congregational Ministries

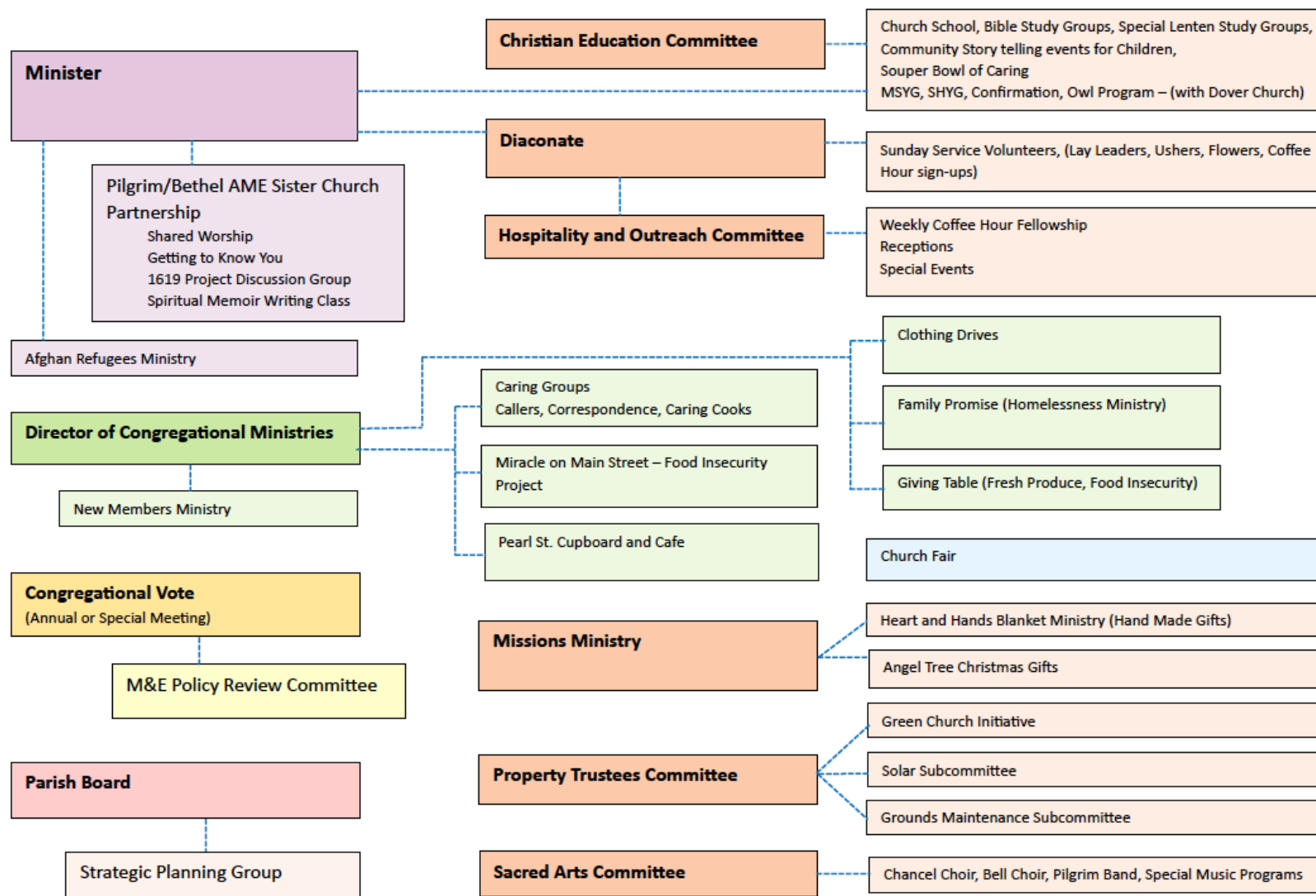
Job Description: rev 2, 6/2/21

16-22 hours/week, \$30 per hour, program year

- Oversee & Coordinate New Members Ministry: identify and help assimilate new members and new member prospects; support and encourage ongoing new member efforts, in partnership with the staff and the entire congregation. (4-5 hours/week)
- In partnership and working with the Pastor and the Caring Committee, help identify pastoral needs; share information with Pastor and volunteers to help facilitate direct care and outreach for members and friends. (2 hours/week)
- Coordinate caring communications with Church members and friends; help organize and assign assistance requests (meals, rides, etc.), support correspondence ministry; create and maintain Sign-Up Genius signup lists (3-4 hours/week)
- Attend Meetings (staff, committees, etc.), as needed (2-3 hours/week)
- Sunday worship support (visitor identification, follow up emails, share names with Pastor, etc.) (2-3 hours/week)
- Prepare an Annual Meeting roster in coordination and partnership with staff and committees(hours, as needed in December/January)

*In the revision of this job description, DCM's work with Hospitality Committee and on special projects has been eliminated to clarify hours available for the work.

Appendix 5: Pilgrim Church Committees and Other Ministries/Small Groups Organizational Structure



Appendix 6: Pilgrim Church Committees and Other Ministries/Small Groups Responsibilities and Contact Information

COMMITTEE CHAIRS:

Christian Education

Lindsey Hancock

lindsey.lotito@gmail.com

Work with the Pastor, Director of Christian Education, and youth leaders in the development and implementation of Christian Education programs for all ages; maintain and train adequate staff of teachers; participate in the selection of the DCE and or youth leaders in consultation with the Personnel Committee, search committee, and the Pastor.

Deacons

Heather Dragsbaek

hdragsbaek@gmail.com

Preparing the sanctuary for workshops and the sacraments of Communion and Baptism, assisting at special services, welcoming all who come to worship, and providing spiritual outreach when needed.

*Parish Board representative is

Paul McGuire

pcmacguire@rcn.com

Finance *

Bob McBride

creig@msn.com

See above under Officers.

Hospitality & Outreach *

Janet Walsh

janetpbwalsh@gmail.com

Faith Carlson

fcarlson@svmgilmore.com

Recruitment, welcoming, and orientation of new visitors and friends; nurturing and connecting present members and friends through outreach and community building; broadening the use of individual member talent both within the church and in the wider community.

Memorial & Endowment

Deanna Jantzen

deannasmountain@gmail.com

Receive, approve, invest, and superintend funds for church ministries; inform the congregation about and encourage contributions to existing funds; disperse money from funds; select and present awards; review policy every four years; receive, record, and acknowledge non-monetary memorial gifts; keep an inventory of historical documents; keep a permanent record of committals in the Memorial Garden and annually submit a list of them to the Sherborn Cemetery Commission.

Missions *

Eve Smith

evehsmith731@gmail.com

Coordinate and monitor the Mission Ministries of the church and serve as the liaison between the mission ministries and the Minister; research and determine which organizations will receive the allocations of Ministry money.

Pastoral Relations *

Tad DeMarco

taddemarco1@gmail.com

Seek constructive and helpful communication with the Minister; promote and maintain an open, healthy relationship between the Minister and the Members; conduct an annual written, confidential performance review of the Minister.

*Parish Board representative is

Craig Winterfeldt

craigwin1@aol.com

Personnel *

Kate Potter

kejpotter@gmail.com

Establish and coordinate sound employment practices and procedures and keep confidential and secure personnel records; provide job descriptions for all employees, hire employees, establish job performance

standards and goals, and hold annual job reviews. Make yearly salary and benefit recommendations to Parish Board.

Property Trustees *

Doug Peterson

dougpeterson91@gmail.com

Oversee and budget for the maintenance of church buildings (Church and Parsonage), their grounds, and associated equipment; oversee the duties of the Church Sexton.

Sacred Arts *

Judy Cranshaw

judycranshaw@gmail.com

Kay Dunlap

kaydunlap@gmail.com

Develops and presents programs with the input of the pastor, Music Director, staff, other committees, and the congregation. Conduct an annual job review of the Music Director.

Stewardship *

Megan Abbett

abbettkm@msn.com

Keith Abbett

keith.abbett@freemanco.com

Responsible for stewardship education and the annual stewardship campaign to support the annual budget; assist with long-term and capital campaigns.

OTHER MINISTRIES/SMALL GROUPS

Angel Tree	Cindy Maguire Eve Smith	colcam@rcn.com evahsmith731@gmail.com
<u>Caring Groups</u>		
Callers	Janet Walsh	ministries@pilgrimsherbourn.org
Committee	Sally Tipton	stfarm22@comcast.net
Correspondence	Janet Walsh	ministries@pilgrimsherbourn.org
Caring Cooks	Frank Villa	labplans@verizon.net
Church Fair	Chris Winterfeldt	chriswin12@aol.com
Clothing Drive	Various	
Family Promise (Homelessness)	Heather Dragsbaek	hdragsbaek@gmail.com
Summer Giving Table (Produce)	Janet Walsh	ministries@pilgrimsherbourn.org
Heart & Hands (Knitting)	Barbara Ambos Chuckie Blaney	bambos@comcast.net chuckieblaney@alumnae.mtholyoke.edu
Miracle at 25 South Main Street	Nan Theberge Kate Potter Janet Walsh	nantheberge@gmail.com kejpotter@gmail.com ministries@pilgrimsherbourn.org
1619 Project	Matt Fontaine	matt.fontaine@comcast.net
Pilgrim/Bethel Writing Class	John Hudson	pastorjohn@pilgrimsherbourn.org
Pine Street Inn	TBD	
Pearl Street Cafe	Rick Stone	rickwstone@gmail.com
Souper Bowl of Caring	Christian Education	education@pilgrimsherbourn.org
Sunday Service Volunteers		
Lay Leaders, Ushers	Deacons	deacons@pilgrimsherbourn.org
Flowers, Coffee Hour	DCM, Janet Walsh	ministries@pilgrimsherbourn.org
UCC Delegates	Frank Villa Peter Liffiton	labplans@verizon.net peterliffiton@comcast.net
Strategic Planning Group	Frank Villa	labplans@verizon.net

Appendix 7: Pilgrim Church Committees and Ministries per the 2020 Bylaws

ARTICLE IX – COMMITTEES AND MINISTRIES

Unless otherwise provided herein, any attendant of Pilgrim Church may serve on Committees; however, only Members in good standing are eligible to serve as Committee chairpersons and/or serve on Parish Board. Nominations for membership in a Committee may be made by existing committee members, by the Parish Board, by Church staff or by any Member at an Annual Meeting or Special Meeting and thereafter voted upon by a majority of Members present at said Annual Meeting or Special Meeting. All Committees shall meet promptly after the Annual Church Meeting or Special Meeting to elect a chairperson and shall notify the Church Clerk of these elections. Committees will thereafter meet as set forth below or at discretion of the Committee chairperson.

Each Committee has the privilege of appointing additional members to sub-committees if needed to carry on its responsibilities. Sub-committee members do not have voting rights. Each Committee will advise the Stewardship Committee of its plans for financial requirements and fund raising activities. The following Committees are established:

Finance Committee

1. Purpose

The purpose of the Finance Committee is to oversee and make decisions regarding the financial operations of the Church in a manner consistent with these Bylaws and with applicable laws as well as generally accepted accounting principles. The Finance Committee shall ensure that the Parish Board and the Members and friends of the Church are informed of the Church's financial operations and that all financial decisions are carried out in the spirit of the Church's faith covenant.

2. Function

The members of the Finance Committee shall oversee, manage and monitor the financial operations of the Church and shall report its status to Parish Board and to the Members as required in these Bylaws. The Church fiscal year ends December 31.

3. Representation

The Finance Committee shall consist of a Chief Financial Officer and Treasurer and others they may designate. The duties and responsibilities of these Officers are included in the description of these positions in these By-Laws. The committee shall meet at least quarterly to review the church's financial status and operations. The Finance Committee oversees the work of the Assistant Treasurer who is a staff member. He/she reports to the Treasurer.

Diaconate

1. Purpose

The purpose of the Diaconate is to serve by providing spiritual leadership, hospitality and care for the congregation; to encourage Lay ministry within the church and outreach beyond the Church; to encourage people to grow in their faith while offering spiritual care to whomever is in need; to promote Christian fellowship and hospitality to the congregation and community; and to support the Minister in his/her pastoral care of the congregation.

1. Function

This is a ministry of hospitality and caring by spiritual members interested in serving God, sincere and dedicated in their faith. The Diaconate is responsible for preparing the sanctuary for services of worship, assisting and supporting the minister with memorial services and the sacraments of Holy Communion and Baptism, for providing ushers for special services when appropriate, for extending a warm welcome to all who come to worship, assisting people with whatever their needs may be during a service and providing spiritual outreach when needed. Deacons work most closely with the Minister in framing the spiritual affairs of the church

3. Representation

The Diaconate shall consist of at least 8 and up to 12 Deacons, all of whom shall be Members. The Diaconate will strive to have their participants be a representative cross-section of the congregation. Each year four nominees shall be elected at the Annual Meeting and shall serve for a three-year term. The Diaconate shall meet at least six times per year and on an as needed basis. Members may serve an unlimited number of terms, but only two consecutive terms. The role of Deacon Emeritus/Deaconess Emerita may be granted at the Annual Meeting by nomination. It shall be considered an honorary role and shall be held as long as the nominee remains a Member of the Church.

Hospitality and Outreach

1. Purpose

The purpose of the Hospitality and Outreach Ministry is to nurture, care for and expand the Pilgrim Church community by building relationships, helping people discover their gifts and community outreach and to integrate new people, wherever they may be in their faith journey, into our church culture; to make them feel valued, connected and a vital part of the church. This ministry also provides social opportunities in which to deepen the fellowship among all Members and friends of the Church.

2. Function

The Hospitality and Outreach Ministry shall be in charge of recruitment, welcoming and orientation of new visitors and friends and nurturing and connecting present Members and friends of the Church through outreach and community building. The Ministry will explore the multitude of talents of the congregation and seek to broaden the use of these individual talents both within our church and the wider community beyond our walls.

3. Representation

The Hospitality and Outreach Ministry shall consist of at least three members and up to seven members as well as the Director of Congregational Ministries or another member of the church staff as appointed by the Pastor. Each year nominees shall be elected at the Annual Meeting and shall serve for a one-year term. The Ministry shall meet at least four times a year and on an as needed basis. This ministry also relies upon the spirit of volunteerism from our congregation in order to carry out its functions.

Missions Ministry

1. Purpose

Mission Ministries provide outreach and charitable opportunities to the Church. It is the duty of these Ministries to promote an interest in moral and social issues of importance to the Church.

2. Function

The Missions Ministry Stewards coordinate and monitor the Mission Ministries of the Church and serve as the liaison between the Mission Ministries of the Church and the Minister. The Missions Ministry Stewards shall call both beginning and year-end meetings with the Missions Ministry chairs and co-chairs. The Missions Ministry Stewards, in consultation with the Minister, shall research and determine which organizations and charities will receive the allocated Missions Ministry money, and make decisions on all requests regarding the allocation of mission funds.

Each Missions Ministry shall be instituted and led by one or more chairs or co-chairs who shall be responsible for the particular Missions Ministry in their charge, provided however, that the Missions Ministry shall at all times be in accordance with the purpose of Mission Ministries stated above and with the Purpose, Faith and Covenant statements expressed in these Bylaws. The chair or co-chairs will attend meetings as called by the Missions Ministry Stewards. The Missions Ministry chairs and co-chairs will submit a brief report on their ministry for the church's Annual Report at the end of the year. If any one, or more, is vacating his or her seat, he/she shall assist in the filling of his/her position. The number of Mission Ministries is flexible and may change from year to year, depending upon the support and dedication of the congregation.

3. Representation

The Missions Ministry shall consist of at least three members who shall serve as Missions Ministry Stewards. Each year nominees shall be elected at the Annual Meeting and shall serve for a one-year term. The Missions Ministry Stewards shall meet two times a year and on an as needed basis. This ministry also relies upon the spirit of volunteerism from our congregation in order to carry out its functions

Christian Education

1. Purpose

The Christian Education Committee is the ministry that works with the religious education staff to create, implement, and support programs within Church School, Youth Ministry, and Adult Education. The Committee endeavors to strengthen Christians of today and nurture Christian leaders of tomorrow by preparing the ground in which individual faith can grow and be supported as that individual participates in our community of believers.

2. Function

The Committee shall work with the Pastor, Director(s) of Christian Education, and Youth Leaders and shall be responsible for the development and implementation of Christian education programming for all age groups within the church. Responsibilities include:

A. Assisting and supporting the Director(s) of Christian Education by:

- Maintaining an adequate staff of teachers.
- Training and guiding teachers.
- Making provision for teaching materials and aids.
- Defining adequate classroom facilities and informing the Parish Board as to space needs.
- Promoting and maintaining a Church library.
- Helping prepare an annual budget.

B. Assisting the Youth Leaders in providing a program of Junior High and Senior High youth activities and fellowship for Members and friends.

C. When necessary, participating in the selection of Director(s) of Christian Education and/or Youth Leaders, with consultation from the Personnel Committee, a Search Committee, and the Pastor.

D. Participating annually in the performance evaluations of the Director(s) of Christian Education and Youth Leaders and recommending salary changes to the Personnel and Finance Committees.

3. Representation

The Christian Education Committee shall consist of at least four members and up to six appointed members as well as the Director(s) of Christian Education and the Youth Leaders. Each year two nominees shall be elected at the Annual Meeting and shall serve for a three-year term. The Christian Education committee shall meet at least four times a year and on an as needed basis.

Stewardship

1. Purpose

The purpose of the Stewardship Committee is to work with the Minister in developing and conducting the annual pledge campaign; to encourage and teach the congregation to give generously in faith to support the Church's ministries and missions; to provide assistance with other fund raising efforts, i.e. Capital Campaign, to fund for various purposes of the Church; and to encourage each Member to give of his/her time, talent and treasure to the Church based on their gifts from God.

2. Function

The Stewardship Committee shall be responsible for stewardship at Pilgrim Church, including stewardship education and organizing and implementing of the annual Stewardship Campaign to raise funds in support of the annual operating budget.

It is the responsibility of this committee to foster a year-round effort to encourage each Member to give a reasonable share of his/her time, talent and treasure to the Church and with the approval of the Parish Board, to assist with long-term and capital campaigns.

3. Representation

The Stewardship Committee shall consist of at least three members and up to five members. One or two nominees shall be elected each year at the Annual meeting and shall serve for a two-year term. The committee shall meet regularly during the Annual Stewardship Campaign and on an as needed basis.

Property Trustees

1. Purpose

The Property Trustees shall oversee the care and maintenance of the Church, Parsonage and whatever other properties the Church may own. To fund annual operating and maintenance expenses, the Property Trustees shall submit an annual budget to the Finance Committee. Non-routine expenses are funded by the Property Maintenance Fund. The Property Trustees may approve the withdrawal of up to \$5,000.00 per project from this Fund. Expenditures in excess of 1% of the annual operating budget must be approved by the Parish Board.

2. Function

The Property Trustees shall oversee and budget for the maintenance and upkeep of the Church buildings (currently the Church and Parsonage), their grounds and associated equipment; preserve the integrity and beauty of the Church facilities and grounds with regular maintenance and planned improvements; provide a safe, compliant and comfortable environment for all who use the Church facilities; and oversee and define the duties of the Church Sexton.

3. Representation

The Property Trustees committee shall consist of at least six members. Each year two nominees shall be elected at the Annual Meeting and shall serve for a three-year term. The committee shall meet regularly during the program year and on an as needed basis. The position of Chair shall serve for at least one year.

Sacred Arts Ministry

1. Purpose

The Sacred Arts Ministry enriches the spiritual life of the congregation by encouraging various types of artistic expression, and also offers some of its programs to the community.

2. Function

The Sacred Arts Ministry develops and presents programs with the input of the Pastor, Music Director, staff, other Committees and the Congregation. It works in cooperation with the Personnel Committee to conduct the Music Director's annual performance review, and to search for and recommend candidates for a new Music Director and other staff when needed.

3. Representation

The Sacred Arts Ministry shall consist of at least six members and up to eight members. Each year two nominees shall be elected at the Annual Meeting and shall serve for a three-year term. The ministry shall meet at least four times a year and on an as needed basis.

Memorial and Endowment

1. Purpose

The purpose of the Memorial and Endowment Committee is to provide oversight and administration of gifts and bequests that have been given to Pilgrim church and to perform other tasks as listed below.

2. Function

A. Implement the Memorial and Endowment Policy (hereafter the Policy) including

but not limited to:

- Receive, approve, invest and superintend Memorial and Endowment funds for varied ministries of the church, according to the Policy or at the committee approved request of a donor. Keep accurate records of all existing funds.
- Receive, record and acknowledge monetary Memorial gifts.
- Monitor investment strategy to follow the church's investment guidelines.
- Inform and educate the congregation about Memorial and Endowment funds and encourage contributions to these funds.
- Disperse money from the funds in accordance to guidelines set forth in the Policy.
- Select and present awards from Memorial and/or Endowment funds to award recipients in accordance with the instructions of the donor[s].
- Review the Memorial and Endowment policy at least once every four years.

B. Receive, record and acknowledge non-monetary Memorial gifts. The committee may exercise the option to accept or reject any non-monetary gift under the guidelines of the Pilgrim Church Acquisition Policy and in accordance with these Bylaws.

C. Provide a representative to the Acquisition Committee in accordance with the Acquisition Policy.

D. Inventory articles and papers of historical significance to the Church.

E. Encourage donations of Pilgrim Church memorabilia to the Church.

F. Keep a permanent record of committals in the Memorial Garden and annually submit a list of these committals to the Sherborn Cemetery Commission.

3. Representation

The Memorial and Endowment committee shall consist of at least six members. Two nominees shall be elected each year at the Annual Meeting for a three-year term. The committee shall meet at least once a year and as needed.

Personnel Committee

1. Purpose

The Personnel Committee manages the church's Human Resources in a manner that results in trust and good will between the Minister(s), staff, lay leaders and Congregation.

2. Function

The Committee shall be responsible for the establishment and coordination of sound employment practices and procedures and keep confidential and secure personnel records. Working with the appropriate Committees, these areas of responsibility will include providing job descriptions for all employees, hiring employees, establishing job performance standards and goals and conducting annual job reviews. The Committee makes annual salary and benefit recommendations to Parish Board.

3. Representation

The Personnel Committee shall consist of at least three members as well as the Moderator, the Treasurer and a member from each Committee responsible for staff. Each year one nominee shall be elected at the Annual Meeting and shall serve for a three-year term. The Committee shall meet at least once a year and on an as needed basis.

Pastoral Relations Committee

1. Purpose

The Pastoral Relations Committee shall serve as an advisory group to the pastor and shall act as the principal support group for the Minister.

2. Function

The Pastoral Relations Committee is a standing committee of concerned members that seeks to create constructive and helpful communication with the Minister in an atmosphere of confidentiality and trust. The committee acts as an arena for helpful and honest dialogue while enhancing the effectiveness of the Church's mission by promoting and maintaining an open healthy relationship between the Minister and the Members and friends of the Church. The committee will conduct an annual written, confidential performance review of the Minister.

3. Representation

The Pastoral Relations committee shall consist of at least five and up to seven members. Each year two nominees shall be nominated by the Parish Board and elected at the Annual Meeting and shall serve for a three-year term. The committee shall meet at least three times a year and on an as needed basis.