

MINISTRY AREA	GOALS	GOAL STATUS
<p>DAY SCHOOL Renew the relationship between the Church and the Day School</p>	<p>Build interpersonal relationships across organizational boundaries</p>	<p>Essentially attained, with continuing “maintenance” work. This began with the HOS and PIC, who have become unified leaders of the institutions and reliable sounding boards for one another. It has stretched to the Vestry and Board—when members of one group participate in the other group’s meetings, there is no remaining mine–yours animosity. The staff of both organizations are much happier and the energy in both institutions is very positive. There remains some clarification to be done on building management, and this is contingent on revising the Financial Agreement. We may be seeing an increase in the number of families who are part of both Church and Day School, and that will be helpful in further binding the communities.</p>
	<p>Negotiate and approve new Financial Agreement</p>	<p>Underway. In March 2017 the Board Chair appointed an ad hoc committee for this negotiation. The ad hoc committee includes the Board/Corp and Church treasurers, plus two more Board members (one closely aligned with the Day School and one with the Church). In December 2017, the two treasurers drafted a new document to outline the formation of a joint property committee. This document does not address the exchanges of funds between institutions. In January 2018, the HOS and PIC agreed to add themselves and two new members to the team, in order to move the conversation to the next step.</p>
	<p>Negotiate and approve revised Day School by-laws</p>	<p>Complete. Board and Corp passed revised bylaws (drafted by an ad hoc committee) in April 2017. The most important change was to remove the ability of constituency groups to elect board members, which allows the Board to recruit members with needed skills and experience.</p>
	<p>Explore a common mission statement for Church and Day School</p>	<p>Progressing. During 2017 the Day School completed a branding exercise and hired a new Institutional Advancement officer. Church branding efforts have yet to gain steam. The Church has begun to use as its motto “Doing Justice – Loving Kindness – Walking Humbly with God.” This is an excellent reflection of shifts in the Day School: the HOS has guided the</p>

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		school to a more intentional focus on diversity (at a deep level) and justice. We hope to focus on articulate our shared identity and goals, but it is not a top priority.
	Develop programs (especially social justice programs) that engage both Church and Day School communities	Just beginning. The Church now has two vestry members assigned to social justice, and Day School Chaplain Eric Snow has been assigned to lead the social justice initiatives at the Day School. Both institutions have been intentionally focusing on racial justice. Our programs mirror one another, but we are not yet planning together.
FINANCIAL Achieve financial stability (defined as <5.5% annual draw on endowment)	Improve stewardship campaigns and giving habits	Improvements, but always in progress. Pledging and giving have been approximately flat for five years. There has been a large shift to automatic giving, which did in fact dampen the effects of reduced summer attendance/income.
	Review investment plan and choose best option for assets	Complete. In 2016 we recruited a Finance Chair and reconvened the Finance Committee for about six months, and then we lost the Chair due to illness. In fall 2017 we recruited a new Chair. On February 1, 2018, the endowment funds will be moved to the diocesan pooled fund. Our overall yield should be noticeable higher, due to better investment returns and lower management fees.
	Review the Five-year Capital Needs Assessment and explore with the Day School opportunities for a joint capital campaign	Not yet started. The Church and Day School property committees are have not yet been rebuilt.
ENGAGEMENT Grow relationships within and beyond the congregation	Communications: Develop new website (and keep it up-to-date)	Done, with updates ongoing. The years-out-of-date website was replaced summer 2016 with one that is up-to-date and easy to update. It includes things such as the weekly Enews, bulletins, and sermons. Improvements (increased content) were made during summer 2018.
	Outreach: Broaden and deepen volunteer commitments from members of the parish focused on specific social	In progress. Many parishioners are involved with immigration work. Several participated in the spring Walk Against Hunger. Annual Meeting 2017 included an asset mapping exercise set to be built upon as part of Annual Meeting 2018. Our nascent New Haven Integrity group has been

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	justice and service priorities, including participation in community events such as the Walk Against Hunger	formally recognized by the national office as a chapter in formation. St. Thomas's helped plan and execute the first-ever interfaith worship at New Haven Pride in September 2017. The congregation is holding Safety Pin Box training around racial justice. Keri is working with local clergy to build relationships, and has worked with them on sanctuary issues. The congregation has begun to regularly support two members who have worked in Malawi.
	Education: Strengthen education/formation programs for children, youth, and adults	Programs are in place and slowly improving. In January 2017 we shifted to the model of 9 a.m. education for all ages (with Holy Eucharist at 10 a.m.). Middle School and High School Youth Groups are meeting regularly. The parish administrator moved to a smaller office; during summer 2017 her former office was reconfigured as a youth room, which has become an active center for the teenagers. In fall 2017, our new Sunday School coordinator, a retired teacher, developed a new curriculum for pre-K through 5 th grade. A recent YDS grad is leading the middle schoolers using a packaged curriculum. A new preschool Sunday School group is getting started. Beginning fall 2017, there has been a full slate of adult offerings.
	Pastoral Care: Build and train a lay pastoral care team	Done. The Pastoral Care Team was established by spring 2016. They have visited several people since then.
	Engagement: As a step to developing lay ministry leadership, design and deploy a structure for Vestry oversight of church ministries	In progress. In spring 2017 a new Vestry organizational structure was put in place. The ministries of the church are divided into five areas, and each Vestry member has an area to help oversee. There has been progress made in each of the five ministry areas, though some more than others. We expect to continue to build on this structure as time goes by.
	Fellowship: Provide opportunities for parishioner engagement, such as hosting monthly fellowship events	In progress. Coffee Hour continues to be strong. In fall 2016 and spring 2017 there were two Friday evening social events, each with pretty good attendance. Since fall 2017 a regular first-Friday monthly potluck has been going pretty strong.