



Saint Anne's Episcopal Church

*Discovering the holy in ourselves,
in our city, and in the stranger*

St. Anne's Strategic Planning Team Final Report January 7, 2006

Purpose

St. Anne's mission is to discover the holy in ourselves, in our community and in the stranger. To help the parish put that mission into action, the Vestry called a Strategic Planning Team nine months ago to recommend a three- to five-year plan to the Vestry.

The team included: Fr. Tony Pompa (Rector), Nancy Koenig (chair), Dan Bennett, Gordon Brownlee, Richard Corbitt, Sharman Corbitt (Vestry, Senior Warden), Lea Hutchins (Vestry), Ellen Jennings (Vestry), Fuad Masso, Monica Mills, Ted Nutter (Parish Treasurer), Ray Woodward, and Consultant/Facilitator Kathy Means.

Process

The team met regularly from early May 2005 through early January 2006, spending the first half of the process understanding parish growth issues and the second half gathering information on which to base its recommendations. The team:

- ◆ read the Alice Mann book, "The In-Between Church"
- ◆ interviewed other parishes that had experienced strong growth spurts
- ◆ interviewed MOT community leaders
- ◆ interviewed St. Anne's ministry program leaders
- ◆ interviewed parish staff
- ◆ received essential information from the Vision Force process, in which the parish participated in a survey and small group discussions to discern St. Anne's role in serving the MOT community

The team has prepared its recommendations and is presenting them, with background and supporting documentation, to the Vestry.



Discoveries

When the team gathered in retreat January 7, 2006 to develop its recommendations, it identified several overarching themes from the work it had done and from the Vision Force results.

Facilities/space

- Adequate space for existing ministry programs
- Adequate parking, bathrooms, administrative space
- Sufficient room for growth in ministry programs

Organization and Structure

- Staffing
- Lay/ministry program leadership
- Matching talents to needs
- Lay minister training
- Stronger incorporation of more lay ministers

Ministry programs

- Pastoral care
- Youth
- Outreach/service
- Evangelism

Communication

- Stronger marketing and communications programs
- Strengthening St. Anne's as a welcoming/inviting parish

Growth

- Reaction to growth (expansion, discomfort, excitement, etc.)
- Sensing a disconnectedness in the wake of growth in the community and the parish

Stewardship



Recommendations

The following recommendations are supported by a variety of information contained in the background documents that accompany this report. The supporting information for each recommendation is summarized. Information came from demographic data, interviews with parish and community leaders, Vision Force results, and experience.

In developing the strategic plan, the team wrestled with what to include and how to prioritize. Many worthy ideas did not make this list but are contained in Vision Force results and elsewhere so that they can be added as the following are completed. However, the Strategic Planning Team was ever-cognizant that it could not recommend everything, and that St. Anne's would have to prioritize its actions over the next three to five years to be most effective in its mission work.

The team discovered that in many ways, St. Anne's has grown into a new dynamic in terms of its size and the ministry programs it offers. Yet the infrastructure – the administrative staffing, the lay leader/volunteer corps, and the facilities – have not kept pace with the mission growth the church has seen. This is why the team has focused on facilities and organizational structure before additional ministry programs. The team determined that St. Anne's needs to enhance that infrastructure if it hopes to support growth in ministry programs.

Communication, growth, and stewardship do not appear as priorities because they cut across and support the priorities listed below. The lack of a specific mention does not diminish their importance, for without them, none of the priorities can be accomplished.

Priority 1: Facilities

The following goals are supported by community interviews, identified weaknesses, demographics, people leaving services because there is no room, parking issue, current facilities not meeting code/safety/accessibility standards, need for comfort (e.g. bathrooms, accessibility, air conditioning, etc.), the need to go outside St. Anne's for full congregational meetings, the need for more space for Christian education and other ministry programs, the knowledge that one-half the projected growth in the area has not yet occurred.

Goal 1: Plan, finance, and develop facilities for worship, ministry programs, and administration sufficient to accommodate current parish needs and projected future growth, which may include a new church.

- 🚧 Seek Diocesan resources (coaching, professional assistance, funding).
Complete within 60 days



Priority 1, Goal 1: (continued)

- ✚ Establish a task force including outside, professional consultants and parishioners. Complete a formal plan within 1 year (January 2007)
- ✚ Announce capital campaign at Mangia Fest 2007 (consider forming capital campaign steering committee in mid- to late 2006 to receive an interim plan and prepare for a campaign)
- ✚ Develop the needed facilities based on the plan by 2009-2010

Goal 2: Maintain and restructure current environment to meet immediate and short-term future needs.

- ✚ Consider needs for ministry programs (e.g. Christian education; AA; Rite 13 and J2A)
- ✚ Extend lease on 'The Ark' (mobile classrooms)
- ✚ Consider administrative needs for staff and committee meetings
- ✚ The Vestry should review needs/progress quarterly

Recommendation: Be fiscally conservative on facility issues pending Facility Task Force Report in 12 months.

Priority 2: Organizational Structure

The following goals are supported by ministry program needs, the need for more hands to help ministry programs, the need for a more formal organization (including policies and procedures) to enhance efficiency and productivity as we grow, interviews showing the staff is overextended, interviews and experience showing volunteers are overextended and in some cases burned out, the desire for more ministry programs and/or services, recommendations from other churches that found this essential and successful, the need for marketing, the need for job descriptions for administrative staff and ministry leaders, the need for a robust and accurate database to maintain essential records and help with new member incorporation, enables ministry continuity.

Goal 1: Establish an organizational structure for St. Anne's by Aug 1st

- ✚ Within 40 days of the 2006 Vestry retreat, hire a consultant to assist in this endeavor
- ✚ Develop policies and procedures for ministry programs (e.g. maintain minutes and procedures so it is easy/convenient for new lay leaders to become involved)



Priority 2, Goal 1: (continued)

- ✚ Maintain complete, accurate records (committees, financial, legal, membership)
- ✚ Maintain all records at the church for efficient access
- ✚ Develop an organizational chart for staff and ministry leaders

Goal 2: Identify, train and support additional lay leaders to implement, maintain, and support ministry programs by April 1st

- ✚ Staff to do this with appropriate committees
- ✚ Match talents to needs
- ✚ Use Ministry Fair as appropriate

Goal 3: Identify and fill needs for parish staff that will support and develop current parish needs and projected growth over the next three to five years

- ✚ Within 40 days of the 2006 Vestry retreat, hire a consultant to assist in this endeavor
- ✚ Establish personnel committee for ongoing staff development and support
- ✚ Hire a Director of Youth Ministry (part-time and evolving) as appropriate
- ✚ Have full-time parish administrative support by August 1st
- ✚ Have part-time sexton-type support by August 1st
- ✚ Expand clergy support from one-tenth to full-time personnel as needed
- ✚ Grow music staff to support program as needed
- ✚ Grow financial staff as needed
- ✚ Develop job descriptions and performance/salary assessments by Aug 1st

Recommendation: The Vestry should provide for ongoing strategic planning to review progress, assess ongoing relevance, and prepare for future plans.



Priority 3: Ministry programs

The following goals are supported by: demographic research, parish survey, ministry is what we're called to do, ministry builds disciples, community and parish need it, addresses pastoral care, this is one of the top themes mentioned during Vision Force, this is difficult to do as well as we would like without Priorities 1 and 2, we need to maintain and improve what we're already doing, this allows expansion of opportunities for Christian formation (recommended by Vision Force, parish survey, and appearing on our list of items needing strengthening), broadens base for lay leadership.

Goal 1: Establish a pastoral care ministry to provide comfort, care, counsel and connection for the people of St. Anne's and the community by August 1st.

- ✚ Rector to name pastoral care ministry team
- ✚ Develop internal and external programs that include lay and clergy involvement
- ✚ Identify, train, support, send people into this ministry
- ✚ Establish communication and feedback mechanisms

Goal 2: Improve and expand youth ministry to St. Anne's and the community to raise healthy and whole disciples for the work of God's church.

- ✚ Hire professional staff
- ✚ Create, facilitate, implement and support a formal, comprehensive integrated program – formation, social, service opportunities for youth – for ages toddler to high school graduate
- ✚ Explore potential for day care



Priority 3 (continued)

Goal 3: Expand an Open-Door Ministry through a formal, comprehensive marketing and communications plan by August 1st.

- ✚ Establish an Open-Door Ministry team by May 1, 2006, to develop marketing ideas for the next program year that will shine St. Anne's light in the community, enhancing the work of the membership committee
- ✚ Develop comprehensive plan that may include T-shirts, stronger web site, print materials, the Messenger, ads, newspaper publicity, participation in community events/parades

Goal 4: Improve, expand, and enhance existing ministries by recruiting, training, and supporting lay ministers and by providing organizational guidance.

- ✚ Explore more and diverse services
- ✚ Formalize ongoing process of leadership
- ✚ Maintain/enhance current programs: worship, adult Christian education, music, Habitat for Humanity, Thanksgiving dinner, Lenten Lunch, food bank, Angel Tree, etc.

Fitting Room

All the good ideas did not fit into a strategic plan because they are ongoing or have a shorter time frame. These we have put here in the Fitting Room.

- ✚ Church administrative offices to become ministry program space (*Suggested Committee: Facilities*)
- ✚ Ministry Fair is a strong program (*Suggested Committee: Membership*)
- ✚ Service/Outreach is still a priority (*Suggested Committee: Outreach*)
- ✚ Stewardship (time, talent, and treasure) is essential in all that we do (*Suggested Committee: Stewardship*)
- ✚ Provide attractive programming for adults 20 to 29 years old (*Suggested Committee: Ministry Program*)
- ✚ Develop a robust list of community participation opportunities and publicize them to parishioners so they can get involved in existing opportunities (e.g. Meals on Wheels, reading to the blind, adult literacy, youth mentoring) (*Suggested Committee: Outreach*)



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Respectively Submitted by:

- ✚ Nancy B. Koenig, Chairperson
- ✚ Daniel Bennett
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