

Connecting the Dots: Strategic Plan 2023-2027



A Parish of the
Episcopal Diocese
of San Diego



Introduction

Dear Members and Friends of the Church of Paul in the Desert:

We have been blessed and honored to serve you as the Co-Rectors of this wonderful parish for a little more than a year. In that time, we have gotten to know you well and to cherish your loving, exuberant, and sometimes messy commitment to each other and to Christ. We pray for you daily, asking our gracious God to bless you with all the riches of divine grace that you may be living witnesses to the lovingkindness of God that is so much needed in this broken world.

A congregation benefits from having a plan for the future of its mission and ministry. A strategic plan is a living and evolving document. We live with it and pray over it, and we grow along with it over time. We are now presenting the fruit of the labor of well over two hundred people who contributed their time and passion to this discernment process of understanding who we are as a congregation and how that can be expressed in the future. We are so grateful to all these wonderful teammates, especially those who served as members of the Strategic Plan Ad Hoc Committee that birthed this process, the Vestry and Bishop who authorized and funded this initiative (along with the generosity of anonymous donors), and the Strategic Planning Core Team who implemented the drafting of the plan. We are thankful for the even larger number of people who filled out surveys during the search process, participated in patio party discussions, and gave individual interviews, providing thoughtful and heartfelt answers to the strategic questions we posed to them.

This process was led by two very capable and dedicated chairs, Alex Christensen and Dr. Alan Glass. The team was served by an advisor, Gregory Movesian, from Saint John's Episcopal Cathedral in Denver, Colorado. The team members gave many hours to the strategic planning process, which included reviewing and updating our Parish Mission Statement, defining our Core Values, and creating a Vision Statement describing what we propose to accomplish in the years to come given our mission and values. These statements were held up against a set of Objectives, Goals and Strategies developed by the Core Team. These are meant to provide a roadmap for fulfilling our mission and vision in very practical and timely ways. We arrived at them with much prayer and collaborative discussion.

The author Anne Lamott wrote a book about prayer called *Help, Thanks, Wow: The Three Essential Prayers*. The title captures the point of the book – prayer consists of these three elements. We ask God for help. We give God thanks for the loving response we receive, whatever form that may take. And we exclaim in delight and amazement at the awesomeness of our God.

This strategic planning process has been infused with all three of these elements of prayer. Thus, we conclude this phase of our work with a heartfelt, "Wow!" And now, after unanimous approval by the Vestry, we present to you, the Parish of the Church of St. Paul in the Desert, the fruit of our labor for your consideration and adoption as the Strategic Plan for the years 2023 – 2027.

Blessings,

The Reverend Jessie Thompson
Co-Rector

The Reverend Dan Kline
Co-Rector



ST. AUGUSTINE

"You have made us for yourself, O Lord, and our hearts are restless until they rest in You."

"God is always trying to give good things to us, but our hands are too full to receive them."



Strategic Planning is the act of slowing down, and considering how to empty our hands, so that we have room to receive God's love in a new way.





Special Thanks

Strategic Plan Ad Hoc Team

- | | |
|-------------------------------|------------------------------|
| Roger Allen | Bob Richter |
| The Reverend Canon Tom Clarke | Wayne Soucy |
| Craig Ewing | The Reverend Jessie Thompson |
| George Holliday | Rick Tinsley |
| The Reverend Dan Kline | Patrick Von Bargaen |
| The Reverend Lorenzo Lebrija | Ed Walsh |



Strategic Plan Core Team

Co-Chairs

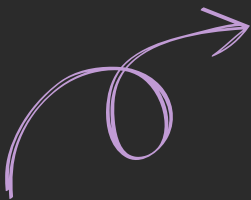
- Alex Christensen
- Dr. Alan Glass

Advisor

- Greg Movesian

Core Team Members

- Roger Allen
- Maddie Barton
- Mark Berry
- Brian Blueskye
- The Reverend Dan Kline
- The Reverend David Norgard
- Suzi Osuna
- John Raposa
- The Reverend Jessie Thompson
- Patrick Von Bargaen



Guiding Statements

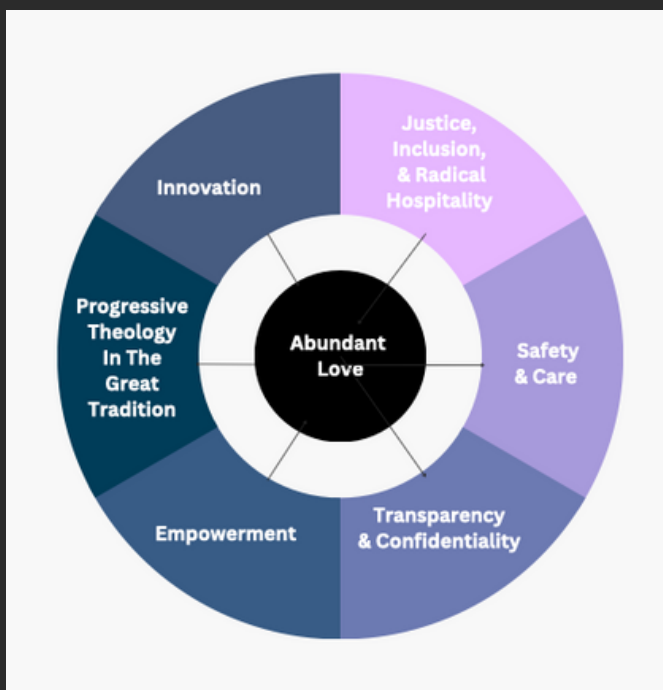
Mission

A WELCOMING STATEMENT TO OUR FRIENDS AND NEIGHBORS

God has invited the Church of St. Paul in the Desert to share the abundant love of Jesus Christ in a caring and diverse community that gathers to worship and give thanks, support and inspire its members, and serve our neighbors.



Values



- We are a sacramental, welcoming, empowering, and supportive community.
- We respect the dignity of every human being.
- We seek to be a spiritual oasis in the desert.
- Wherever you are in your spiritual journey, you are welcome.

SEVEN CORE VALUES

It is our shared values that lead us to engaging in a collective mission.

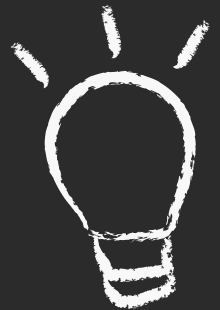
ABUNDANT LOVE.

Abundant love is the value that undergirds everything we do and lies at the foundation of all the other values. It is rooted in the theological belief that God's love is generous and limitless, and it dismantles the cultural assumption of scarcity. Abundant love is practiced through keeping our hearts tender and curious about one another and about the world, as we seek to reflect God's heart in all we do. This value derives from the *mandatum*, Christ's new commandment given at the Last Supper that we "love one another as I have loved you." *John 13:34*



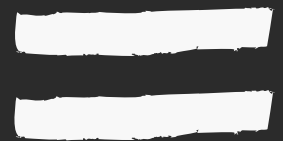
INNOVATION.

Innovation calls us to see familiar challenges in new ways, to be creative in how we structure our response to those challenges, and to seek a forward vision that we can aspire to. We take our cue from Holy Scripture: "Do not be conformed to this world, but be transformed by the renewal of your mind, that by testing you may discern what is the will of God, what is good and acceptable and perfect." *Romans 12:2*. Our call to innovation is rooted in Christ's command to practice Abundant Love in the Gospel of John. Our faith is rooted in the knowledge that we are the hands, feet and heart of Christ in the world. With Christ, we declare, "Behold, I am making all things new." *Revelation 21:5*.



JUSTICE. INCLUSION. RADICAL HOSPITALITY.

We are called upon by Scripture to "do justice, love mercy and walk humbly with our God." *Micah 6:8*. The interrelatedness of Justice, Inclusion and Radical Hospitality calls us to fulfill this commandment by acting in ways that demonstrate we truly respect the dignity of every human being. We serve all who are in need and seek equity in our community and the wider world. These values call us to be truly welcoming to our current members, new members, and all who need us, as the love of God cannot be separated from the love of our neighbor. This is what we mean by Radical Hospitality. It is "radical" because we offer hospitality not just to those who are like us, but to those who are marginalized, outcasts, and perhaps even feared by us. Jesus advises: "Whatsoever you do to the least of these my brothers and sisters, that you do unto me." *Matthew 25:40*. This value is expressed in our baptismal covenant (*Book of Common Prayer, 304-305*), a hallmark statement of the Episcopal Church. This covenant expresses that all the baptized are ministers with a commitment to justice, inclusion, and radical hospitality.



SAFETY AND CARE.

We value being a safe church – safe from physical danger but also safe from discrimination, safe from emotionally hurtful actions, and safe from simply being ignored. We value providing pastoral care that

SEVEN CORE VALUES

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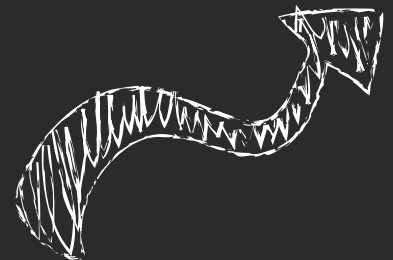
TRANSPARENCY AND CONFIDENTIALITY.

Transparency calls us to share information, challenges, and decisions with all our members. It requires us to be truly open to questions, suggestions, and even criticism. Practicing this value supports an environment of trust in our congregation. "For nothing is hidden that will not be disclosed, nor is anything secret that will not become known and come to light." *Luke 8:17*. This speaks to nothing less than our proclamation of God's love in Christ. "In the same way, let your light shine before others, so that they may see your good works and give glory to your Father who is in heaven." *Matthew 5:16*. At the same time, in any organization, there are levels of confidentiality around sensitive information. Whether it is personal identifiable information shared in the context of the sacrament of confession or financial donor data, there are levels of information that cannot be shared with everyone all the time. "When words are many, transgression is not lacking, but the prudent are restrained in speech." *Proverbs 10:19*.



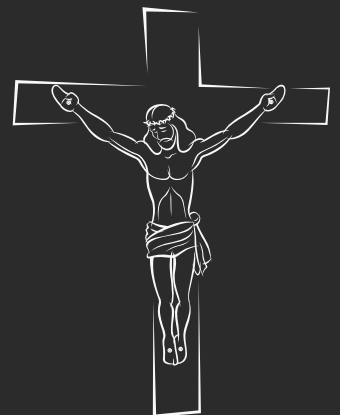
EMPOWERMENT.

Empowerment calls us to give all the members of the congregation the information, tools, and opportunity to contribute to the life of the parish, each according to their talents. "For as in one body we have many members, and the members do not have all the same function, so we, though many, are one body in Christ, and individually members of one another." *Romans 12:4-5*. We are empowered by the Holy Spirit at baptism to empower one another in helping every person we meet to grow in abundant love. "I pray that, according to the riches of his glory, he may grant that you may be strengthened in your inner being with power through his Spirit, and that Christ may dwell in your hearts through faith, as you are being rooted and grounded in love." *Ephesians 3:16-17*.



PROGRESSIVE THEOLOGY IN THE GREAT TRADITION.

This value describes the Church's approach to worship, to the spiritual transformation of our members, to proclaiming the Good News of Jesus Christ, and to the Church's voice in our city and larger community. It means that our discernment of God's message to us and to the world is rooted in the Anglican tradition of using Scripture, Tradition and Reason in a balanced approach, and in the light of our experience of God's revelation in our lives. "Your word is a lamp to my feet and a light to my path." *Psalms 119:105*.



Vision

IN SERVICE TO OUR MISSION, WE HAVE A
VISION FOR WHAT THE PARISH ITSELF NEEDS
TO BECOME



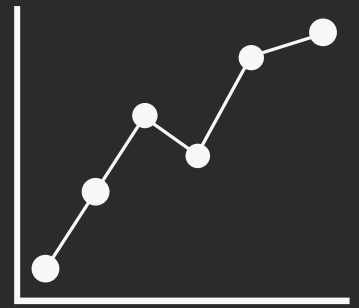
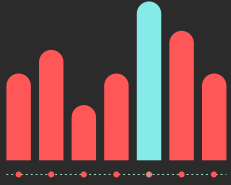
The Church of St. Paul in the Desert will be a growing, diverse, member-engaged, and financially self-sustaining parish. We will use the spiritual resources of the Anglican tradition to be a leader in providing spiritual nourishment to our members and in building bridges between diverse individuals and community organizations to foster and sustain transformative justice in the Coachella Valley and Beyond.





Demographics

HOW AND WHY WE ARRIVED AT OUR OBJECTIVES AND STRATEGIES



Sources:

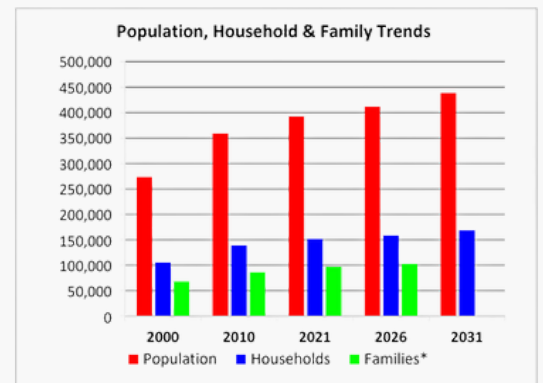
St. Paul's has benefited from the use of several excellent demographic surveys of Palm Springs and the Coachella Valley conducted by *HolyCow! Consulting: Organizational Intelligence You Can Use* and *MissionInsite: Community Engagement Specialists for Faith & Nonprofit Groups*. While St. Paul's is to some extent a "destination parish" for residents throughout the Valley (and we paid attention to what the surveys told us about the demographic profile and needs of such residents), we were primarily interested in what the surveys indicated regarding residents who live within a 15-minute drive of the parish: our core constituency and neighbors (about 55% of our total parish). The surveys helped us to focus our strategic planning for the parish on several significant findings that helped guide us in asking thoughtful questions around three main areas. First, they helped us to know in more detail who we are and who our neighbors are. Second, they gave us a starting point for identifying our needs and concerns, as well as our immediate neighbors. Finally, they shed light on how the future direction of parish mission and ministry might reflect those findings.

Summary Insights:

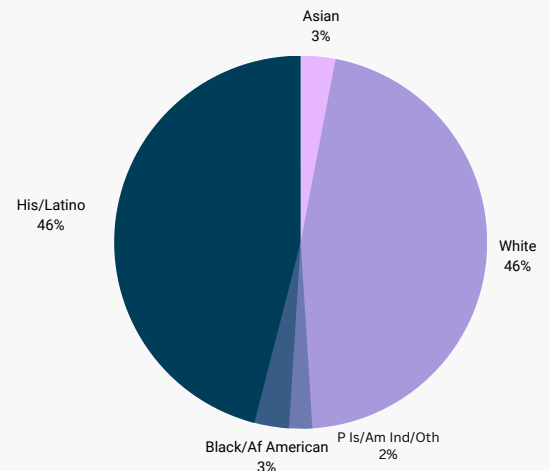


The Community

- **Overall Growth:** It's obvious that the local population is growing, but that the number of families with children as a percentage of the total population is not following suit as a major driver of that increase.
- **Ethnicity:** The greatest growth in population is among Caucasian and Hispanic residents, who are projected to remain 46% of the population each.



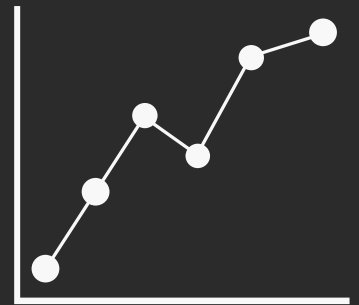
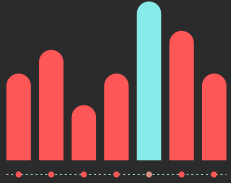
NOTE: Family Household data is not projected out 10 years.





Demographics

HOW AND WHY WE ARRIVED AT OUR OBJECTIVES AND STRATEGIES



Phase of Life	2010	2021	2026	2031	2010%	2021%	2026%	2031%	Estimated 10 Year %pt Change 2021 - 2031
Before Formal Schooling Ages 0 to 4	22,442	10,710	11,586	26,172	6.3%	2.8%	2.9%	6.0%	3.2%
Required Formal Schooling Ages 5 to 17	61,389	58,343	59,285	63,952	17.1%	15.3%	14.8%	14.6%	-0.7%
College/Career Starts Ages 18 to 24	28,802	34,384	34,539	35,210	8.0%	9.0%	8.6%	8.0%	-1.0%
Singles & Young Families Ages 25 to 34	39,604	45,938	51,026	52,777	11.0%	12.1%	12.8%	12.0%	0.0%
Families & Empty Nesters Ages 35 to 54	87,198	83,394	85,413	95,194	24.3%	21.9%	21.4%	21.7%	-0.2%
Enrichment Years Sing/Couples Ages 55 to 64	43,808	48,289	47,872	45,448	12.2%	12.7%	12.0%	10.4%	-2.3%
Retirement Opportunities Age 65 and over	75,780	99,754	109,596	119,421	21.1%	26.2%	27.4%	27.3%	1.1%

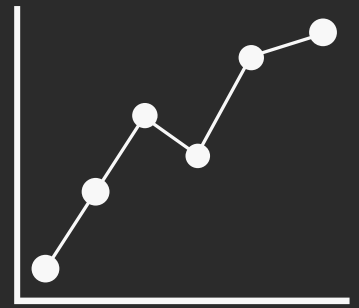
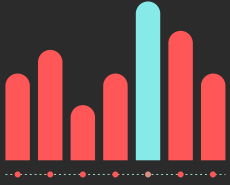
- Age:** The average age of local residents is increasing, though slowly. The number of children in the early elementary cohort in our community is expected to grow over the next ten years. Late elementary and high school populations are projected to remain stable/slightly decline, though one might expect an eventual resurgence in those numbers as the early elementary school children age. By 2031, 29% of the Coachella Valley will be under the age of 25, compared with 27% above the age of 65 (2021 numbers: 27% under age 25 and 26% over the age of 65).
- Education:** People who have higher education degrees make up about 34% of the population, compared with 41% in the rest of the state. People with only a high school diploma are the largest segment of the population (50%), which is higher than the state's percentage (42%). Educational levels as a percentage of the population are projected to remain the same over the next five years.





Demographics

HOW AND WHY WE ARRIVED AT
OUR OBJECTIVES AND STRATEGIES



- **Economics:** Average income is growing, with households earning \$100,000 + in annual income increasing in number. At the same time, roughly 200-600 people are without permanent housing in Palm Springs¹.
- **Marital Status:** Marital status is in flux. Divorce rates are high and so are marriage rates. The percentage of single people is expected to increase slightly over the next five years, while married people are expected to decrease. There are several categories of single people who tend to cluster in the Coachella Valley. Digitally savvy young singles who live digital-driven smaller city lifestyles and Bohemian Groove singles who are mature, unattached individuals enjoying settled urban lives (rent rather than own their own homes) make up a greater share of the population here than in other parts of California. The former category may be a temporary effect of being a “Zoom Town” during the pandemic, but time will tell.

In summary, people in the community are likely to be in their “golden years.” They are well off, creative, well-educated, retired, and older. But the demographics are beginning to shift as noted above.

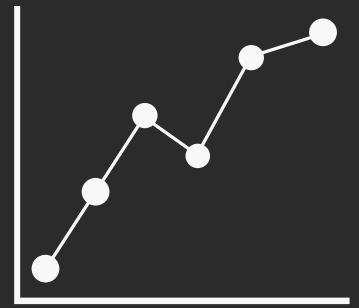
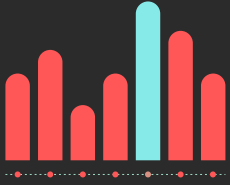


¹ See the December 1st, 2021 article: “Palm Springs business owners, local leaders bemoan downtown homeless issues, talk solutions” in *The Desert Sun*. A recent review of city developments in 2022 by *The Palm Springs Post* on December 20, 2022 (“Palm Springs in 2022: A town in transition finds funds for more staff, makes progress on critical issues”) reports that the City will address needs for temporary housing and related services in the northern section of Palm Springs by developing a campus called The Navigation Center, to be managed by Martha’s Village & Kitchen. This operation is due to open in the summer of 2023. There is still no permanent overnight shelter for unhoused residents in the city. St. Paul’s may wish to assess its current outreach program and current collaborative efforts with community partners to determine how it can utilize its resources to mesh with future programming initiated by the City with its private partnerships.



Demographics

HOW AND WHY WE ARRIVED AT
OUR OBJECTIVES AND STRATEGIES



The Parish



In 2019, before the pandemic and the interim period, the Average Sunday Attendance (or ASA: the total number of people who attend weekend services) was 251 people. In October 2021, after the campus was closed during the height of the pandemic and the first month under the new co-rectors' leadership, the ASA had dropped to 143 people. This was not surprising given COVID and an interim period. In October 2022, the ASA had risen to 206 people at a time when many churches have not even gotten close to reaching pre-pandemic levels. The main demographic data for the parish was taken in February 2022. At that time, St. Paul's register was comprised of 396 active individuals living in 310 households, with an average Sunday attendance of 188 people.

As anyone will observe, the parish skews older. Approximately eighty percent of our parishioners are gay men. Only 7.7% of parishioners have a child, compared with 27.1% of the surrounding community. In the last year or so, we have begun to attract younger members, though not with a corresponding increase in children.

Average and median incomes of parishioners are even higher than those in the community, which are already skewing high as noted. The parish is overwhelmingly white. Parishioners are more highly educated than residents in the community in general. Parishioners' occupations trend professional or they are retired from such positions.

What We Value And Yearn For

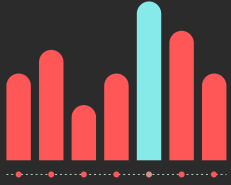
Throughout the strategic planning process, parishioners made clear their desire that St. Paul's focus on:

- Intentionality in being welcoming
- A commitment to high standards in Worship, Liturgy, and Preaching
- Providing activities and opportunities for building community and personal relationships

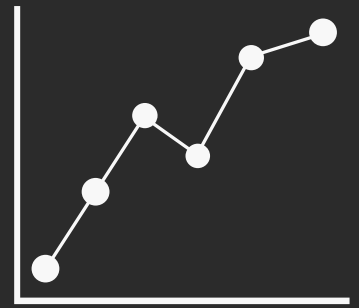




Demographics



HOW AND WHY WE ARRIVED AT
OUR OBJECTIVES AND STRATEGIES



Parishioners value the variety of worship experiences we offer. Many would like to see development in the provision of spiritual discussion groups and Christian formation, small groups based on shared interests and family activities, involvement in social outreach concerns, and children's programming. There is a call to be intentional in attracting and retaining women by addressing their concerns and needs.

Above all, parishioners appreciate that we are a progressive and inclusive parish that is rooted in the Episcopal tradition. They trust our leadership, especially our clergy, to guide us with energy, enthusiasm, and a commitment to excellence.

Our Objectives Reflect These Findings, Values, and Concerns

We have connected the dots! The seven objectives and corresponding overlapping strategies we have identified and propose as our blueprint for parish development are rooted in what we have discerned to be realizable goals that reflect what our parish and community can achieve while embracing our authentic selves.

We are who we are by the grace of God, as St. Paul the Apostle said of himself. Our own patron, St. Paul the Hermit, would agree. He made his home in the desert and welcomed all who came to him for spiritual guidance, nurture, and fellowship. He was himself, and people loved him for it.

Our objectives will help us live into the authenticity of being a parish that possesses special gifts – which is to say charisms – divine gifts that come from the Holy Spirit of God. The primary charism we have been given is who we are – and what that signifies and communicates to the world around us. Those with hearts, ears, eyes, and minds to feel, hear, see, and contemplate the marvelous gift of God in all of God's diversity will appreciate that and respond to the invitation to "Come and See." And many will say, "How good and pleasant it is to dwell within the household of God."

SEVEN OBJECTIVES

- 1 GROW THE PARISH & ENGAGE PARISHIONERS IN DISCERNING GROWTH PATHWAYS
 - 2 ENRICH SPIRITUAL FORMATION, PASTORAL CARE, & COMMUNITY LIFE
 - 3 EMPOWER COMMUNITY ADVOCACY
 - 4 EMPOWER LAY MEMBERS FOR SERVICE & LEADERSHIP
 - 5 EMPOWER STAFF TO ADVANCE THE CHURCH'S MISSION
 - 6 UPDATE THE INFRASTRUCTURE
 - 7 ENHANCE FIDUCIARY STRENGTH AND STABILITY
- 



Objective #1

Grow The Parish & Engage In Discerning Growth Pathways

CREATE AND SUSTAIN AN INTENTIONAL NEW MEMBER
MINISTRY THAT EMPHASIZES DIVERSITY AND INCLUSION

Achievable Goals: 2023-2027



Raise the visibility of the parish, communicating that St. Paul's is a loving, caring, and welcoming community.



Invite a significant number of potential New Members constituting a critical mass of diversity.



Establish a Visitor and New Member Welcome Committee to administer this initiative.



Incorporate New Members through an orientation process. Refresh Current Members through a "grow-on-board" process. Both will emphasize Members' roles in welcoming, empowering, and supporting fellow Members of the parish.



Develop a system for tracking interested members of the parish and their areas of expertise, experience, and interest and where they have been assigned (e.g. Spiritual Formation, Community Activities, Pastoral Care - see Obj. 2; Civic Advocacy or Community Service - see Obj. 3, or Lay Leadership Roles within the parish - see Obj. 4).

STRATEGY



Use the Visitor and New Member Welcome Committee to identify persons or groups that would bring gifts and talents to St. Paul's and who would benefit from the spiritual and community resources that St. Paul's offers its members.



Develop a Mosaic and Public Relations Plan engaging parishioners with expertise in this area to "target" the "mosaic" of groups we want to reach (See Mosaic USA E-Handbook).



Design and implement a process for welcoming visitors to the church as potential new members.



Design and implement a process for incorporating new members into the life of the community.



Develop mechanisms that regularly remind members of specific actions they can take personally in addition to institutional initiatives to welcome, empower, and support fellow Members of the parish; and that encourage and inspire them to do so.

Objective One:

Grow The Parish & Engage In Discerning Growth Pathways



Objective #2

Enrich Spiritual Formation, Pastoral Care, & Community Life

ESTABLISH OR ENHANCE PROGRAMS THAT REFLECT OUR SACRAMENTAL, WELCOMING, EMPOWERING, AND SUPPORTIVE VALUES. SERVE CURRENT AND NEW MEMBERS, BUILDING A DEEPER CULTURE OF HOSPITALITY, FELLOWSHIP, AND COMMUNITY INVOLVEMENT

Achievable Goals: 2023-2027



Offer opportunities to participate in ministries, learning programs, support groups, and community service programs.



Nourish parish constituencies including elders, youth and young adults, men, women, gay, lesbian, queer and straight, transgender, non-binary, and gender fluid members.

STRATEGY



Review current and potential ministries and set appropriate investment levels and timelines for each, considering the relevant budget implications.

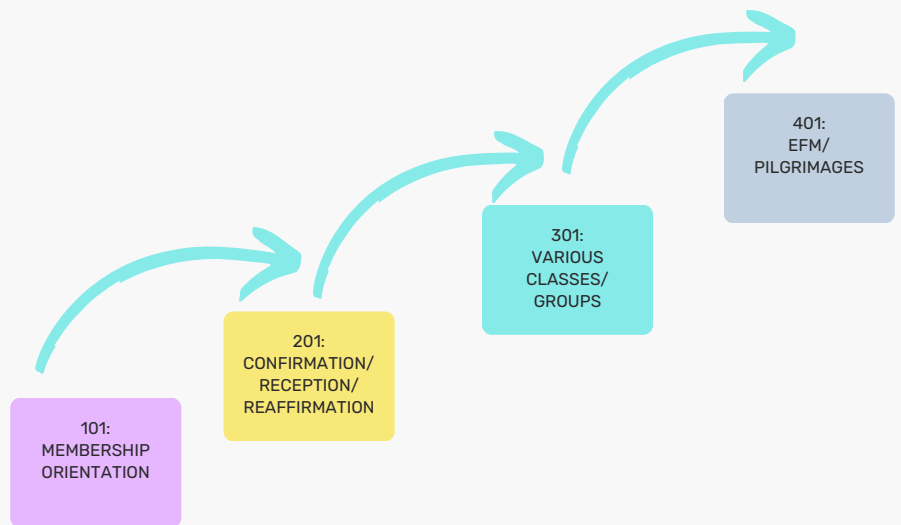


Create a year-round calendar and action steps for intra-community events and intercommunity events that build relationships between parishioners and between the parish and our neighbors.



Assist the Clergy in providing programming for Sacramental and Spiritual Formation, as well as theological offerings for adults, children, and youth:

Objective Two: Enrich Spiritual Formation, Pastoral Care, & Community Life



Organize age, gender, and sexual identity focused Bible Studies, book/topical discussion groups, or community service groups, possibly including:



Organizing a young families support group.



Organizing a divorced persons support group.



Organizing a bereavement support group.



Organizing Queer or Transgender support groups.



Empower a lay pastoral care and retired clergy team to assist the clergy in offering spiritual support to parishioners and neighbors in emergency/crisis, short-term, and long-term care situations based on life-impacting events.



Objective #3

Empower Community Advocacy

SEEK A LARGER ROLE IN STRATEGIC CONVERSATIONS
IN OUR CITY AND LARGER COMMUNITY,
PROVIDING LEADERSHIP ON CRITICAL ISSUES
GROUNDED IN OUR PARISH VALUES

Objective Three: Empower Community Advocacy

Achievable Goals: 2023-2027



Co-Rectors join civic organization boards, councils, and committees.



Encourage parishioners to engage in civic initiatives and social discourse that aligns with their faith commitment to "strive for justice and peace" and "respect the dignity of every human being."



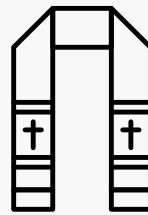
Call at least one deacon to serve at St. Paul's.

Bishop



**Anglican Communion
National Church
Diocese**

Priest



Parish

Deacon



World

Laity



Everyday Life

STRATEGY



In coordination with the work of the HR Committee under Objective Five, free the Co-Rectors from as many administrative and non-priestly duties as possible to give them more time to engage with individuals and groups inside and outside of the parish.



Establish a lay-led and staffed program for addressing critical civic issues and for connecting church members to community service programs - i.e. a Civic Engagement and Community Service Committee.



Set up a dissemination and coordination mechanism to channel interested Members with relevant expertise and experience into engagement on critical civic issues and community service activities.



Use social, print, and broadcast media to publicize the parish's engagement on civic issues.



Set up a process to help parishioners' discern a call to the diaconate.



Objective #4

Empower Lay Members For Service & Leadership

EMPOWER AND EQUIP PARISHIONERS TO ASSUME
LEADERSHIP ROLES IN PARISH LIFE

Achievable Goals: 2023-2027



The Strategic Plan Implementation Team creates and implements a robust organization plan for Lay Member leadership that assigns responsibility to lay chairs and teams for every aspect of the strategic plan, along with measurable outcomes and goals. It works with the Vestry in ensuring our goals are met or adjusted as circumstances change.



Lay Leaders will exercise responsibility for ministries and programs in collaboration with clergy and elected lay leaders (other than worship and music, which is canonically the purview and responsibility of the clergy).



Develop a process whereby enthusiastic Members of the parish can propose, set up, and lead new discussion groups, book clubs, learning programs, and specific social and civic action initiatives, together with guidelines for doing so.

Objective Four:

Empower Lay Members For Service & Leadership

STRATEGY



Use a Strategic Planning Implementation Team comprised of the Co-Rectors, some Vestry members, some Strategic Planning Core Team members, and others to:



Identify parishioners who have the talents and gifts to serve in leadership roles and train them for those positions, giving them latitude to take action without direct involvement of clergy



In consultation with the Co-Rectors and Vestry, draft and publicize within the parish the process contemplated in Goal 3 above.





Objective #5

Empower Staff To Advance The Church's Mission

STRUCTURE AND EQUIP THE STAFF AS APPROPRIATE
FOR MEETING ALL THE OTHER GOALS IN OUR PLAN



Achievable Goals: 2023-2027



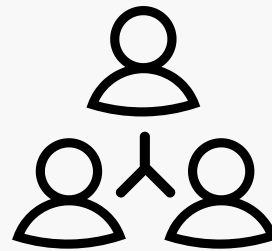
Assess the duties and responsibilities assigned to clergy, staff, and contractual staff (e.g. vendors).



Create succession plans where needed to build continuity in leadership.



Increase the budget to provide for improved clergy compensation and additional staffing for parish administration and communications.



STRATEGY



Empower an HR Committee to devise a new organizational chart and staffing plan, including an annual review process, personnel manual, conflict resolution/grievance process, and office volunteer manual.



Identify core competencies and work with the Co-Rectors to hire additional staff support.



Bookkeeper



Parish Administrator



Communications



Development

Objective Five: Empower Staff To Advance The Church's Mission



Objective #6

UPDATE THE INFRASTRUCTURE

DESIGN AND CREATE AN OPTIMAL RETROFIT FOR THE CAMPUS, INCORPORATING PREFERRED USES OF THE PARISH HALL AND INNOVATIVE USES OF THE OUTDOOR SPACE INTO A COMPREHENSIVE PLAN, RECOGNIZING INFRASTRUCTURE VULNERABILITIES IN THE PARISH'S PHYSICAL ENVIRONMENT.



Achievable Goals: 2023-2027



Upgrade or replace the parish hall for optimal social, educational, and community service uses.



Repurpose outdoor space for optimal social, educational, and community service uses.



Upgrade the technology to increase administrative efficiency and effective communications and social media outreach.



Building upon the work of the Emergency Preparedness Taskforce, identify physical infrastructure vulnerabilities and harden such infrastructure against potential mass casualty incidents (e.g. earthquake, fire, active shooter, etc.).



Launch a Capital Campaign to upgrade and/or repurpose the parish hall and outdoor space.

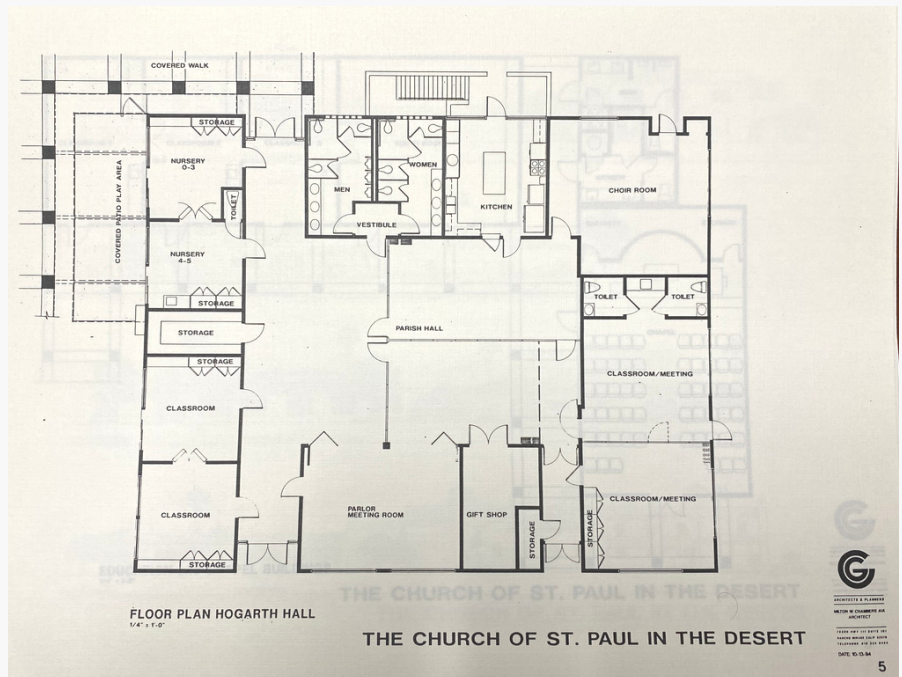
Objective Six:

Update The Infrastructure

STRATEGY



Present a plan to the Vestry and congregation that presents objectives, solutions, estimated costs, and funding initiatives focused on a Capital Campaign.





Objective #7

ENHANCE FIDUCIARY STRENGTH & STABILITY

ENHANCE THE SENSE OF PARISH IDENTITY AND
COHESION BY ENGAGING PARISHIONERS AND COMMUNITY
PARTNERS IN BUILDING FINANCIAL CAPACITY FOR
FUTURE FISCAL STABILITY OF THE PARISH

Achievable Goals: 2023-2027



Plan for increased budgets annually that help achieve Objectives 1 through 6 in years 2023-2027.



Establish a plan for securing alternative revenue sources to help fund the annual budget.



Establish a Legacy (Planned-Giving Program) supporting the endowment of parish mission and ministry.

Sample Potential Targets



Total Annual Operating Budget
\$1,000,000 (Current: \$750K)



ASA = 300 = 50 + 50 + 200
(Current: 200)

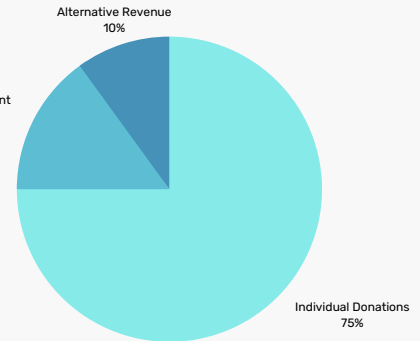


Endowment = \$3,000,000
(Current = \$600K in non-liquid reserves; no formal endowment)

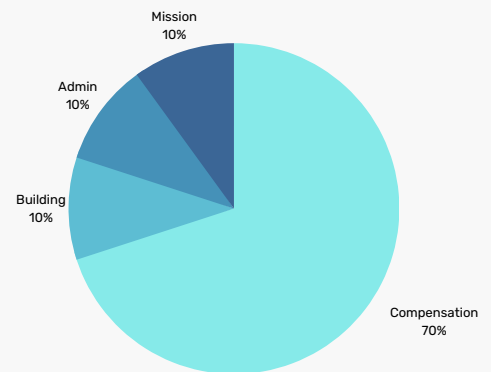


Alternative Revenue: \$100K
(Current = \$4K from Facility Use Donations)

Revenue for the Parish



Expenses for the Parish



Objective Seven:

Enhance Fiduciary Strength & Stability

STRATEGY



Create annual Stewardship appeals that feature a compelling case for members to increase their contributions to support parish mission and ministry and a compelling case for members to support extra-budgetary special needs for particular programs, projects, and enhancements.



Conduct a comparison of the Parish's financial protocols with best practices. Make appropriate recommendations to the Vestry to amend or modify existing financial protocols as appropriate.




Explore alternative revenue sources such as facility rentals and fees for certain community services and pursue as appropriate and feasible.



Create a Legacy Giving (Planned-Giving) Task Force that promotes and solicits legacy gifts and honors Legacy Gift Donors through a Legacy Giving Society. Modify investment strategy and review investment policy in conjunction with a new focus on growing endowment.

SEVEN OBJECTIVES

- 1 GROW THE PARISH & ENGAGE PARISHIONERS IN DISCERNING GROWTH PATHWAYS
 - 2 ENRICH SPIRITUAL FORMATION, PASTORAL CARE, & COMMUNITY LIFE
 - 3 EMPOWER COMMUNITY ADVOCACY
 - 4 EMPOWER LAY MEMBERS FOR SERVICE & LEADERSHIP
 - 5 EMPOWER STAFF TO ADVANCE THE CHURCH'S MISSION
 - 6 UPDATE THE INFRASTRUCTURE
 - 7 ENHANCE FIDUCIARY STRENGTH AND STABILITY
- 



STRATEGIC PLAN IMPLEMENTATION



PARISH GROWTH & ENGAGEMENT



SPIRITUAL FORMATION



PASTORAL CARE



CIVIC ENGAGEMENT &
COMMUNITY SERVICE



HUMAN RESOURCES



CAMPUS CARE &
CAMPUS STEWARDSHIP TASK FORCE



CAPITAL CAMPAIGN TASK FORCE



STEWARDSHIP



LEGACY SOCIETY

TEN KEY TEAMS

How We Will Make This Happen

To bring our objectives, goals, and strategies into being, we propose to enter a new phase of structured leadership that serves with the guidance and authorization of our Clergy and Vestry.

Now that the work of the Strategic Planning Core Team is complete with this report, a new team will be created named the Strategic Planning Implementation Team. It will serve as an umbrella group that coordinates the activities of a variety of new committees and task forces. It will keep their efforts in sync with the fiduciary and spiritual ministry of the Vestry and existing committees that report to the Vestry. It will review progress regularly, measuring the accomplishments of the appointed teams against the Mission, Values, and Vision statements, and in light of the Objectives, Goals and Strategies that reflect and give substance to those core statements.

Key Committees and Task Forces

1. Strategic Planning Implementation Team: continues the work of the Core Team by overseeing the implementation of the strategic planning process by identifying and providing training for committee and task force leaders and members. It will be responsible for measuring progress towards implementation goals. Objective Four falls under its purview. Succession planning will be needed to provide for setting of term limits and turnover in membership.

ADD THE TARGET
MONTH OR YEAR

- Elaborate on the goal here.
- Share the outcome to be achieved by this time.

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MONTH OR YEAR

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How We Will Make This Happen

2. Parish Growth & Engagement Committee: is formed to implement Objective One and the relevant parts of Objective Two. As indicated there, the Parish Growth & Engagement Committee will identify and prioritize constituencies for intentional outreach and recruitment, as well as helping discern where parishioners can further grow at St. Paul's. Subcommittees lead groups established to serve the needs of specific constituencies.

3. Spiritual Formation Committee: is formed to implement the relevant parts of Objective Two.

4. Pastoral Care Committee: is formed to implement the relevant parts of Objective Two.

5. Civic Engagement and Community Service Committee: develops and implements strategies related to Objective Three.

6. HR Committee (Vestry-appointed): will create a comprehensive staffing plan and an HR Manual. Addresses Objective Five.

7. Campus Care/Property Committee and the Campus Stewardship Task Force: The standing committee for Campus Care delegates to a Campus Stewardship Task Force enumerated responsibilities related to Objective Six. The Task Force creates and implements a project plan, engaging an architectural firm with expertise in landscape design to assist in the creation of a master plan for optimal use of all space on the campus, including, but not limited to, identifying any impediments to the demolition, construction, retrofitting and hardening infrastructure.

8. Capital Campaign Task Force: The Vestry establishes this task force in consultation with the Campus Care Committee, Stewardship Committee, and Strategic Planning Implementation Team to conduct a campaign feasibility study and capital campaign to fund the project plan developed by the Campus Stewardship Planning Task Force and any other needs parish leadership identifies. Objective Six.

Key Committees and Task Forces (continued)

9. Stewardship Committee: continues its work of promoting and providing Christian education regarding stewardship principles and practices. It conducts the annual stewardship campaign for funding of the operational budget. Objective Seven.

10. Legacy Society Task Force: The Vestry establishes this task force to oversee the creation and administration of a Legacy Society whose purpose is to promote planned giving, to secure planned gifts (bequest intentions, trusts, life insurance arrangements, etc.) and recognize parishioners who declare a planned gift intention or make a planned gift commitment. Objective Seven.

And now, let us set our minds to doing that which is well pleasing in God's sight and with God's help.

Scan your phone over the QR Code
to view the full strategic plan as a
text document
or visit :



<https://stpaulsps.org/church/wp-content/uploads/2023/01/Strategic-Plan-1-25-23.pdf>

