

CHRIST EPISCOPAL  
CHURCH • SAUSALITO, CA

CHRIST CHURCH STRATEGIC PLAN  
2015-2020  
(2015-2016 REVIEW)



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## WHAT IS A STRATEGIC PLAN AND WHY IS IT NEEDED?

Strategic plans, regularly used in the business world, now guide most non-profits, including churches. Strategic plans help organizations evaluate themselves and decide where they want to go in the future. With church attendance down nationwide, churches need to do a better job of articulating their mission and reaching out to both current and potential parishioners, while sharing the Gospel in meaningful ways—both in word and action. In order to do that, churches need to discern what work God may be calling them to, take inventory of the resources they have available to do that work, and prioritize that work so the community can clearly identify and contribute to the set goals and objectives set by parish leadership. Stated another way . . . we cannot do everything that God may be calling us to right now, but working together, we can do some now and better articulate our plan for the future.

Having called a new rector in 2012, and having spent the better part of the next year building a working staff and re-establishing both communication and relationship with parishioners who had drifted away from Christ Church, in 2013 the leadership of Christ Church felt that the timing was right for developing a strategic plan for our parish. The goal was to engage parishioners in a broad, inclusive listening process that would gather the hopes and dreams, expectations and concerns for the parish. That process culminated in the Vision Report, presented at the Annual Meeting in January of 2014.

The Christ Church Strategic Plan for 2015-2020 is a 5-year plan that reflects the Vestry's work in 2014 of sifting through the Visioning Report and identifying specific initiatives to which the Vestry is calling all members of Christ Church to contribute in time, talent, and treasure. Importantly, it should be noted that the Strategic Plan is intended to be a "living document." It is not a completed document that will sit on a shelf gathering dust. This document will change during the next 5 years and will serve as a guide for the mission and ministry of Christ Church, helping the Vestry, Clergy, Staff, and Members of our parish to work together toward common goals.

As a parish, Christ Church has many and varied gifts. We also, like all churches today, face challenges that are both universal to communities of faith in the 21<sup>st</sup> century and specific to our time and place in Sausalito and Southern Marin. It is our hope and prayer that God will guide us to use this plan to help us better live out our ministry as disciples of Jesus and in love and community to serve the world in God's name.

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## VISIONING SUMMARY

In 2013, Christ Church undertook a visioning process that sought to engage the hopes and imaginations of the members of our parish. Led by a group of 6 parishioners, we did so through large group meetings, small group discussions, and one-on-one interviews. Over a 3-4 month period, members of Christ Church were given the opportunity to reflect on their experiences at Christ Church over past years and to dream about the future. No thought or idea was off-limits and all who participated were invited to be creative and hopeful about what kind of community of faith we can build.

In its presentation to the 2014 Annual Meeting of the Parish, the Visioning Committee Reported on areas of community life including worship and Christian education, inreach and outreach, church growth, and finance.

From this report, the Vestry identified 6 areas into which specific strategic initiatives could be grouped: Outreach, Institutional Organization, Worship, Membership (Growth and Diversity), Community Formation (Education and Fellowship), and Finance. This report seeks to begin fulfilling the initiatives identified by the Visioning Report by identifying specific objectives that can be achieved in both the near and longer-term. We understand that in the years ahead, other initiatives can and will be identified and added to this document. But we believe the projects detailed in this report offer the best “start” for our parish to engage this process in a meaningful way.

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## VALUES

### MISSION STATEMENT

As disciples of Jesus Christ, it is the mission of Christ Episcopal Church to build a spiritual home for everyone who seeks to celebrate God's all-inclusive love, to witness to that love by participating in meaningful worship and joyful fellowship, and as a sign of the ministry of reconciliation to which God calls us, to serve the poor and those in need.

### VISION STATEMENT

Christ Church is a spiritual home for all who seek to know Christ, to grow in love, and to serve the world in God's name.

## VALUES

<b>Service</b>	We share a common vision of service to our local community and caring for those within our faith community. We have compassion for the poor, and those who are in need. We believe Christ calls us to serve the most needy.
<b>Ministry</b>	We pledge to provide care, fellowship, learning and companionship for our church family through prayer, worship, study, and service as we share Christ's love with each other and those God sends to us.
<b>Diversity</b>	We believe God calls us to welcome <u>all</u> who are sent here. So that those who come here may feel welcomed, we are committed to building a community that intentionally seeks to be diverse and inclusive.
<b>Spirituality</b>	We pledge to help each other to question, seek, discover, and deepen our spirituality first in the Christian faith but also in other areas of spirituality informed by the wisdom of holy women and men.

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## STRATEGIC INITIATIVES: MOVING FROM MAINTENANCE TO MISSION

A common thread throughout the goals identified in the Vision Process was the need for growth. It is clear that as a parish we are very much aware of the need for Christ Church to reach out and bring into the fold new members so that we can fulfill the mission to which God is calling us. To better understand how churches view themselves in this process, we looked to the maintenance verses mission model of parish ministry.

A “maintenance” church is generally content to focus on taking care of its own and doing things that preserve what it already has. The people of Christ Church have traditionally been generous in financially supporting ministries and efforts that serve the poor. Our parishioners also donate a significant amount of their time to volunteer efforts in either the Sausalito community or in the community in which they live. Where we have fallen short has been in finding way to tap into that reserve of volunteer time and to encourage our parishioners to make *church* ministry one of the volunteer commitments they choose to make.

A “mission” church consistently seeks for new ways to engage its members in the process of reaching out beyond itself and to build relationships in the wider community specifically in the name of the Church. Doing so builds bridges between the parish and the wider community and, as witnesses to Christ’s love in the world.

As we seek to move from maintenance to mission, each year the Christ Church Vestry will identify and evaluate/re-evaluate strategic initiatives that seek to build on the six areas of focus discerned in the Visioning Report.

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## STRATEGIC INITIATIVES

IN OUR PROCESS OF VISIONING THE FUTURE OF CEC AND IMAGINING OURSELVES MOVING FROM MAINTENANCE TO MISSION, WE HAVE IDENTIFIED 6 PRIMARY AREAS OF FOCUS.

### 1. WORSHIP

To design and execute liturgy that can be thoughtful, beautiful, insightful, inspiring, and responsive to the needs of the community while also challenging individual members to deepen their relationship with Christ.

### 2. MEMBERSHIP GROWTH (DIVERSITY & NEWCOMERS)

To offer Jesus' invitation to a relationship with God to all people and to invite all to join the CEC family. We will do so through intentional welcoming at worship, through special events to welcome and incorporate new members, and by increased communication and outreach activities. Our goal is to increase membership by a minimum of 5% per calendar year.

### 3. FINANCIAL HEALTH

To bring fiscal stability to the parish and recommend financial policies that will preserve our buildings, staff, and programs into the future. Our goal is to increase annual pledging to \$225,000 and grow the CEC endowment to \$1 Million by 2020.

### 4. INSTITUTIONAL ORGANIZATION

To better utilize the gifts of all members of Christ Church by improving communication between the leadership and our members. We will establish a "listening process," and seek new ways to facilitate communication and cooperation at Christ Church.

### 5. COMMUNITY FORMATION

To support the spiritual growth of our members and to build a sense of community at Christ Church so that all who come here can be welcomed into the fellowship of Christ and grow in love and service to God.

### 6. OUTREACH

To live out, in a meaningful way, our Lord's charge to be the hands, feet, eyes, and ears of God's love in the world. Our goal is to identify and build 1 ministry that is both identified as a ministry of Christ Church and to which a majority of our members commit their time on a weekly or monthly basis.

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## TACTICAL PLANS 2015-2016

PROJECTS	LEADER	DATE INITIATED	UPDATES/COMMENTS
<b>WORSHIP</b>			
- Form Worship Committee	Vestry Liaison		
- Complete Renovation of the Christ Church Organ	Organ Committee	April 2013	3-bid process resulted in the acceptance of a bid from Hupalo & Repasky. Entering fundraising phase. Goal to complete organ renovation by Sept. 2015
- Build a team of Lay Eucharistic Visitors	Rector	January 2014	5 LEMs/LEVs trained in 2014

<b>MEMBERSHIP DEVELOPMENT</b>			
- Create a Newcomer Program	Vestry		
- Expand the Foyer Dinners Program	Membership Committee		
- Improve Signage around the CEC Campus	Jr. Warden		

<b>FINANCIAL HEALTH</b>			
- Provide quarterly financial reports to the parish	Treasurer		
- Actively seek new rental opportunities	Office Staff		
- Establish a Parish Legacy Society	TBD		
- Establish an annual parish fundraising event	TBD		



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OUTREACH			
- Develop outreach committee w/ chair	Vestry liaison	02/2014	Unsuccessful at recruiting cmte. members or chair.
- Publish regular Outreach column in the Beacon to improve communication	L. Lee & Fr. Chip	04/2014	Supplied weekly or bi-weekly.
Develop Guidelines for Parish Support of Ministry ( <i>Endorsed</i> vs. <i>Sponsored</i> Ministries)		08/2014	Vestry approval Oct. 2014. Began 3 application processes. One ministry <i>endorsed</i> as of 01/2015
- Direct Outreach budget donations	L. Lee & Vestry	08/2014	
- Develop metrics to evaluate Outreach Ministries	L. Lee	08/2014	
Research Diocesan/Community Outreach grants		none	
Current Ministries: SPC Wednesday Lunch Open Door Fri. Dinners Open Door Clothes Closet Olof Agape Meal Redwoods Program EFP	R. Halpern M. Allison M. Allison Harry Rudl None None	Ongoing Ongoing Ongoing Ongoing Suspended Closed	Applying for Endorsement/Adoption Applying for Endorsement/Adoption Needs new volunteer team Needs new site. 5 parish cmte. meets quarterly.

ORGANIZATION			
- Generate a Parish Calendar for the Year	Vestry		
- Hold Vestry "Listening Days"	Vestry liaison		
- Continue to improve the Parish Website & Newsletter	Office Staff		

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<b>FORMATION</b>			
- Create a Children's Education Program and hire a DRE when affordable	Rector		
- Establish an Adult Bible Study Group	TBD		
- Establish and Grow Discipleship Groups	TBD		

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## CONCLUSIONS

If there is one thing we learned in the parish visioning process in 2013-2014 and in the development of this strategic plan for our congregation, it is that Christ Church is a place that is deeply loved and cared for by its members. The opportunity to grow spiritually and to be of service to the world is, as it should be, a primary motivation for the people in our community. We are guided and supported by our faith in Jesus Christ and the fellowship we share as we serve in God's name. It makes our lives richer and more fulfilling.

As we look to the next 5 years in the life of our parish, we, the Vestry of Christ Church, are optimistic about both our future as a parish and the future of the ministry of the Episcopal Church in Southern Marin. We pray for continued guidance and inspiration in these efforts and that all we do may be to the glory of God and in thanksgiving for the many blessings we have known.