



ST MARY'S
Episcopal Cathedral

Fall | **16**

Strategic Plan: 2016 - 2019

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I. Introduction

During the Spring of 2016, St. Mary's Episcopal Cathedral began a strategic planning process. The Chapter appointed a Planning Committee (see Appendix A) and leaders worked with this consultant to develop a process for discovering the current situation at St. Mary's and hearing the wisdom and opinions of members and others. This process included:

- Five small (5-15 people) focus groups were conducted with people meeting the following descriptions: members with young children; St. Mary's youth (aged 10-18); Wednesday AM service participants; church and diocesan leaders (external to St. Mary's leadership); and potential social justice organization partners.
- Two community conversations were held, one after the 8 AM Sunday service and one after the 11 AM Sunday service, to which all members were invited. Approximately 50-60 people attended each session.
- A survey was developed by this consultant and the planning committee to drill down into issues that surfaced during the focus groups and the community conversations. The survey was made available through both hard copies and an online link, and it collected 116 responses.
- Work sessions were conducted with the staff and the Planning Committee, which produced goals, objectives, and strategies guided by the input described above.

A. *A Note about Social Justice*

The term social justice is used throughout this document. We are guided by Matthew 25:35-45:

“For I was hungry and you gave me food, I was thirsty and you gave me something to drink, I was a stranger and you welcomed me, I was naked and you gave me clothing, I was sick and you took care of me, I was in prison and you visited me. Then the righteous will answer him, “Lord, when was it that we saw you hungry and gave you food, or thirsty and gave you something to drink? And when was it that we saw you a stranger and welcomed you, or naked and gave you clothing? And when was it that we saw you sick or in prison and visited you?” And the king will answer them, “Truly I tell you, just as you did it to one of the least of these who are members of my family, you did it to me.” Then he will say to those at his left hand, “You that are accursed, depart from me into the eternal fire prepared for the devil and his angels; for I was hungry and you gave me no food, I was thirsty and you gave me nothing to drink, I was a stranger and you did not welcome me, naked and you did not give me clothing, sick and in prison and you did not visit me.” Then they also will answer, “Lord, when was it that we saw you hungry or thirsty or a stranger or naked or sick or in prison, and did not take care of you?” Then he will answer them, “Truly I tell you, just as you did not do it to one of the least of these, you did not do it to me.”

Additionally, St. Mary's seeks to:

Live Where We Are

- Not to live in isolation from our surroundings, but rather be *of* the neighborhood.
- To have a membership that includes neighborhood residents and all other people who wish to be in a house of prayer.
- To open our doors wide to anyone who wants to come in, listen to their thoughts, and help as we can.
- To reconcile and unite the human family.
- Ultimately to love our neighbors, fulfilling the ministry Jesus began 2000 years ago.

Work to Right Inequalities

- To serve and lift up the neediest in our community.
- To provide leadership to help our community challenge injustice and value diversity – economic inequality, biases in the criminal justice system, marginalized voices, and more as members' passions cause them to engage.
- To partner with others working for this - non-profits, other religious groups, victims of social injustice, other parishes in the diocese, and more – to fix the structures in society that privilege the few over the many.
- To speak the truth.

II. Goals, Objectives, and Strategies

A. Goals and Objectives

Goal 1: St. Mary's is a house of prayer for all people.

- a. Deepen the intentional relationship with the surrounding neighborhood.
- b. Increase and retain membership.

Goal 2: St. Mary's is a community hub for social justice.

- a. Build on St. Mary's current social justice activities.
- b. Lead the diocese to greater involvement with social justice.

Goal 3: St. Mary's is well equipped to carry out our mission and plans.

- a. Preserve the facilities of St. Mary's for future generations.
- b. Continue to create a culture of giving of time, talents, and resources.
- c. Present clear, unified, and targeted messages in all communications.
- d. Work to redeploy existing resources to successfully implement the plan.

B. Goals and Objectives with Strategies

<i>Goal 1: St. Mary's is a house of prayer for all people.</i>	
Objectives	Strategies
a. Deepen the intentional relationship with the surrounding neighborhood.	<ol style="list-style-type: none"> 1. Build relationships with nearby churches. 2. Participate in Medical District Collaborative activities. 3. Develop a plan to open the facilities more often to the public during the week. <p><i>(Also see Goal 2. Objective A.)</i></p>
b. Increase and retain membership.	<ol style="list-style-type: none"> 1. Equip members to reach out to their networks to welcome potential members. 2. Enhance the youth program by ensuring a full time staff person and continuing partnership with other Episcopal churches, particularly with Diocesan-wide youth events. 3. Use small groups to foster community. 4. Do a pilot mass media advertisement to test effectiveness. 5. Hire additional staff, clergy and lay employees that inspire more diversity in the St. Mary's workplace and congregation. 6. Continue to welcome and help new members connect and become engaged.
<i>Goal 2: St. Mary's is a community hub for social justice.</i>	
a. Build on St. Mary's current social justice activities.	<ol style="list-style-type: none"> 1. Develop a plan, with desired outcomes, for social justice efforts lead by the Servant Ministry Team. 2. Initiate training in racial harmony and diversity in adult formation offerings for Sunday morning and weekend retreats. 3. Add youth summer week-long program to further involve the youth in social

	justice.
b. Lead the diocese to greater involvement with social justice.	<ol style="list-style-type: none"> 1. Seek frequent input from Diocesan leaders. 2. Conduct convenings and education sessions for local Episcopalians and the general public. 3. Create and implement a plan that shares opportunities with the larger diocese as well as other faith communities in Memphis.
<i>Goal 3: St. Mary's is well equipped to carry out our mission and plans.</i>	
a. Preserve the facilities of St. Mary's for future generations.	<ol style="list-style-type: none"> 1. Create mechanisms for immediate and long-term care and improvements. 2. Consider maximizing the use of facility space by inviting organizations with similar goals to use or rent space.
b. Continue to create a culture of giving of time, talents, and resources.	<ol style="list-style-type: none"> 1. Promote and increase the endowment with the 1858 Society. 2. Improve donor stewardship through the development and implementation of a stewardship plan. 3. Create group discussions and education about stewardship. 4. Identify and promote specific financial giving opportunities. 5. Communicate the various ways that members can give their time and talents.
c. Present clear, unified, and targeted messages in all communications.	<ol style="list-style-type: none"> 1. Designate a staff person to take the lead in communications to ensure consistency and adherence to calendar. 2. Improve website. 3. Develop cohesive design elements for all communications. 4. Create mechanisms for timely and relevant communications with other parishes, churches and like-minded

	organizations concerning Cathedral events.
d. Work to redeploy existing resources to successfully implement the plan.	<ol style="list-style-type: none"> 1. Realign staff to address strategic plan goals. 2. Focus Chapter quarterly on checking plan progress, discussing challenges, making realignment, and publicize progress to members.

III. Milestones, Leadership, and Timeline

Goal 1. St. Mary’s is a house of prayer for all people.

Objective A. Deepen the intentional relationship with the surrounding neighborhood.			
Strategy 1. Build relationships with nearby churches.			
<i>Milestones</i>	<i>Deadline</i>	<i>Leader</i>	<i>Resources Needed</i>
Note possible alternative approach. ¹			
List of nearby churches compiled.	Spring 17	Servant Ministry	
One on one meetings or group meeting(s) conducted.	Spring 17	Servant Ministry	
Going forward steps presented.	Spring 17	Servant Ministry	
Strategy 2: Participate in Medical District Collaborative activities.			
Block party for the neighborhood conducted with Medical District Collaborative.	Need	Dean	
Attend Medical District Collaborative meetings and inform SMEC.	Need	Paul Henley Scott Blake	
Strategy 3. Develop a plan to open the facilities more often to the public during the week. ¹			
Concert series during Lent or Advent considered and recommendation made.	Need	Jim Powell Shrine Comm.	
Plan developed for neighborhood/community gather place at SMEC.	Need	Staff/Clergy	

¹ Ideas include: Food Truck Friday with cathedral open and music playing; promote as meeting space on web and in relationship building with surrounding businesses/organizations.

Objective B. Increase and retain membership.			
Strategy 1. Equip members to reach out to their networks to welcome potential members.			
<i>Milestones</i>	<i>Deadline</i>	<i>Leader</i>	<i>Resources Needed</i>
Methods for invitation explored. (Explore the Come and See program from Denver: http://www.episcopalcafe.com/come-and-see/)	Spring 2017	Dir. Of Congregational Engagement and Giving/Welcome Comm.	
Suggested messages distributed for members to use.	Spring 2017	Dir. Of Congregational Engagement and Giving/Welcome Comm.	
Communications to members about certain events that are good ones to invite potential members to.	Spring 2017	Dir. Of Congregational Engagement and Giving/Welcome Comm.	
Creative cards created and distributed that members can hand out with either website &/or Sunday schedule on it to encourage others to attend one Sunday.	Spring 2017	Dir. Of Congregational Engagement and Giving/Welcome Comm.	
New membership numbers tracked and further ideas developed (or continue with current efforts).	Ongoing but needs recalibration	Cathedral Admin.	
Strategy 2. Enhance the youth program by ensuring a full time staff person and continuing partnership with other Episcopal churches, particularly with Diocesan-wide youth events.			
Possible approach for funding. ²			
Youth intern secured.	Winter 17	Dir. Of Children and Youth Faith, Dean	Funding needed
Full time position budgeted.	Winter 17	Finance Committee	
Search Committee created (with parents included).	Need	Dean	

Search conducted for full time position; position offer made and accepted.	Need	Search Committee	
Bi-monthly EYC programs.	Winter 17	Dir. Of Children and Youth Faith	
Small group confirmation classes continued.	Winter 17	Dir. Of Children and Youth Faith	
Strategy 3. Use small groups to foster community.			
Groups that exist now are communicated to all members.	Winter 17	Dir. Of Communications	
Formation method and structure of new groups explored and decision made (see Richmond's St. Stephens' program called Emmaus groups. http://www.ststephensrva.org/reflect-learn/emmaus-groups/ - they ask for a commitment from people for 6-8 weeks straight and offer three times a year. Groups change. Their church has doubled in size in 5 years.)	Spring 17	Clergy, Staff	
Formation of other groups encouraged as interests arise.	Spring 17	Clergy, Staff	
Strategy 4. Do a pilot mass media advertisement to test effectiveness			
Messages created that emphasize the differentiators such as social activism, open environment.	Winter 17	Dir. Of Communications, Comm. Team	
Media options are explored and priced.	Winter 17	Dir. Of Communications, Comm. Team	
Media placement is put into the budget.	Spring 17	Dir. Of Communications, Comm. Team	
Ads run.	Spring 17	Dir. Of Communications, Comm. Team	
New membership numbers tracked.	Spring 17 & Ongoing	Dir. Of Communications,	

		Comm. Team	
Strategy 5. Hire additional staff, clergy and lay employees that inspire more diversity in the St. Mary's workplace and congregation.			
New position worked into the budget.	Need	Personnel Comm./ Dean	
Staff person for membership and evangelism hired with focus on diversity.	Need	Personnel Comm./ Dean	
Effectiveness evaluated and going forward recommendations made.	Need	Personnel Comm./ Dean	
Strategy 6. Continue to welcome and help new members connect and become engaged.			
Flow chart created, implemented, and tracked for new member welcome and onboarding.	Ongoing and continued realibration	Dir. Of Congregation Engagement and Giving	
"Who we are" printed materials improved.	Spring 2017	Dir. Of Congregation Engagement and Giving	
Greater "class identity" created during confirmation class and groups have periodic events.	Spring 2017	Dir. Of Congregation Engagement and Giving	
Quarterly socials conducted targeting members the clergy does not know as well.	Ongoing and continued recalibration	Dir. Of Congregation Engagement and Giving	

Goal 2. St. Mary's is a community hub for social justice.

Objective A. Build on St. Mary's current social justice activities.			
Strategy 1. Develop a plan, with desired outcomes, for social justice efforts lead by the Servant Ministry Team.			
<i>Milestones</i>	<i>Timeline</i>	<i>Leaders</i>	<i>Resources</i>
New members recruited through several methods – inviting Constance Abbey to join Servant Ministry Team;	Winter-Spring 17	Servant Ministry	

convene people interested in social justice work at 9 am; etc.			
Partnerships with other social justice groups explored through members attending other social justice organizations' meetings or doing on-one-ons.	Winter-Spring 17	Servant Ministry	
<p>Series of meetings held resulting in:</p> <ul style="list-style-type: none"> • Desired outcomes • Evaluation of current activities • Listing of potential partnerships • Future activities with desired outcomes • Resources needed and timeline for each activity • Plans for how social justice activities are conducted through St. Mary's current structure <p>Potential activities include:</p> <ul style="list-style-type: none"> • Listening to groups in the St. Mary's neighborhood and medical district to better discern the needs of the community • Neighborhood walks and hospitality in the park for relationship-building • Activities associated with the garden near Constance Abbey 	Winter-Spring 17	Servant Ministry	Facilitator for first meeting (Shannon will do the first one pro-bono)
Member participation in events hosted by other social justice organizations promoted.	Ongoing	Servant Ministry/ Communications Director	
Strategy 2. Initiate training in racial harmony and diversity in adult formation offerings for Sunday morning and weekend retreats.			
Curriculum created.	Spring of 2017	Potential youth leader w/ home grant? Clergy. Xan ed committee	

Dates and locations for classes confirmed.	Fall & Winter of 2017	See above	
Classes are communicated to members.	Need	Communications Director	
Strategy 3. Add youth summer week-long program to further involve the youth in social justice.			
Social justice topics added to St. Mary's camp.	Summer 17	Youth Director	
Implement new camp for social justice issues.	Summer 18	Youth Director	Youth Committee

Objective B. Lead the diocese to greater involvement with social justice.			
Strategy 1. Seek frequent input from Diocesan leaders.			
<i>Milestones</i>	<i>Timeline</i>	<i>Leaders</i>	<i>Resources</i>
Possible alternative approach. ³			
Leadership group convened (John Bures, Bishop, Lisa McIndoo) and discussion held.	How frequently?	Who does this?	
Strategy 2. Conduct convenings and education sessions for local Episcopalians and the general public.			
Education program/music program, other programming that appeals to Episcopalians diocese-wide developed.	Need	Who does this?	
Dean Dimmick series conducted annually.	Need	Who?	
Partnership with Memphis School of Servant Leadership continued resulting in annual event.	Need	Who?	
Programs marketed to diocesan members and other faith communities.	Need	Communications Director	
Strategy 3. Create and implement a plan that shares opportunities with the larger diocese as well as other faith communities in Memphis.			

Diocesan mailing list updated.	Winter 17	Communications Director, Comm. Team	Constant Contact
Plan created.	Summer 17	Communications Director, Comm. Team	
Communications issued and results tracked.	Winter 18	Communications Director, Comm. Team	

Goal 3. St. Mary's is well equipped to carry out our mission and plans.

Objective A. Preserve the facilities of St. Mary's for future generations.			
Strategy 1. Create mechanisms for immediate and long-term care and improvements.			
<i>Milestones</i>	<i>Timeline</i>	<i>Leaders</i>	<i>Resources</i>
Team created to ensure maintenance of the building.	Winter 17	Chapter	
Plan developed to ensure maintenance of the building, including an implementation plan to repair the Nave ceiling (and the underlying causes of disrepair to prevent subsequent plaster deterioration).	Summer 17	Building & Grounds Team	
Steps necessary to begin a Capital Campaign are completed so that a campaign is possible in the near future.	Summer 17	Chapter/Finance Committee	Consultant would be needed if capital campaign Kim Gaskill has laid out the necessary steps
Quarterly reports made to Chapter on building maintenance progress and challenges.	Quarterly	Building & Grounds Team	
Planning team created for considering modernization and developing a long-term improvement plan.	Winter 19	Chapter	
Recommendations are presented to the Chapter for building	Fall 19	Building & Grounds	

modernization and improvement.		Team	
Strategy 2. Consider maximizing the use of facility space by inviting organizations with similar goals to use or rent space.			
Methods other churches have used (inclusive of episodic and continuous rental) are researched and presented.	Spring 17	Sub Committee of Finance Committee	Members with real estate experience
Implications for current use of space and related to insurance and other associated costs are researched and presented.	Summer 17	Sub Committee of Finance Committee	
Decision-making process, inclusive of exploring potential renters, completed (Chapter presented with recommendations and decisions made).	Fall 17	Sub Committee of Finance Committee/Chapter	

Objective B. Continue to create a culture of giving of time, talents, and resources.			
Strategy 1. Promote and increase the endowment with the 1858 Society.			
<i>Milestones</i>	<i>Timeline</i>	<i>Leaders</i>	<i>Resources</i>
Committee created.	Fall Winter of 2017	Dir. Of Congregation Engagement and Giving/Chapter	
12-month plan created. (implement 6 events within 12 month plan)	Begin in June 2017	1858 Comm/ Dir. Of Congregation Engagement and Giving	
Printed material developed and used.	Jan 2017	Dir. Of Congregation Engagement and Giving	
Progress tracked and reported to Chapter.	Bi- Annually	Dir. Of Congregation Engagement and Giving	

Strategy 2. Improve donor stewardship through the development and implementation of a stewardship plan.			
Effective and easy to use donor management software is in place and staff are trained to use it. Use Shelby System more fully and acquire Raiser's Edge	Fall 2017	Dir. Of Congregation Engagement and Giving. Cath Admin. Bookkeeper	
Monthly "pledge tracker" distributed letting people know as a parish that pledges are up to date etc.	Beginning October 16	Dir. Of Congregation Engagement and Giving	
"What it really costs" column is produced monthly to highlight the expense of items that are usually not on anyone's radar.	Beginning October 16	Dir. Of Congregation Engagement and Giving	
"By the numbers" column produced monthly to inform members of pertinent financial information they may be unaware of.	Beginning October 16	Communications Director	
Strategy 3. Create group discussions and education about stewardship (Examples, What does stewardship mean? What kind of giving is meaningful to you?).			
Youth and children formation session on giving of talents conducted.	Ongoing	Dir. Of Congregation Engagement and Giving. Youth Director	
What else? How to reach adults? Matt suggested emails, letters from Fin Cmte, bulletin inserts might work on ways to reach adults.	Need	Dir. Of Congregation Engagement and Giving	
Strategy 4. Identify and promote specific financial giving opportunities.			
Opportunities list developed.	Continue and recalibrate	Dir. Of Congregation Engagement and Giving	
Develop a plan for Frequent communications about opportunities.	January 1 2017	Dir. Of Congregation	

		Engagement and Giving/Comm. Director	
Success evaluated and going forward strategies decided (keep doing the same thing or develop new methods).	Fall 2017	Dir. Of Congregation Engagement and Giving. Finance committee	
Strategy 5. Communicate the various ways that members can give their time and talents.			
Committee responsibilities and time commitments are communicated. <i>Rally Day and beginning of new year</i>	January 15, 2017 & Aug 15 2017	Communications Director. Dir of Cong Engagement and giving. Cathedral Admin	
Opportunity to sign up for a committee/ministry and a pledge card occurs during confirmation.	Spring 2017	Clergy and Stewardship Heads. Dir of Cong Engagment and giving	

Objective C. Present clear, unified, and targeted messages in all communications.			
Strategy 1. Designate a staff person to take the lead in communications to ensure consistency and adherence to calendar.			
<i>Milestones</i>	<i>Timeline</i>	<i>Leaders</i>	<i>Resources</i>
Staff person designated.	Done. Check!	Dean – designated Cath Admin.	
Strategy 2. Improve website.			
In progress	Winter 17	Dir. Of Congregation Engagement and Giving/Lisa/Miranda	
Strategy 3. Develop cohesive design elements for all communications.			
In progress		Lisa	
Strategy 4. Create mechanisms for timely and relevant communications with other parishes			

concerning Cathedral events.			
How will we know this has happened? What are the steps?	Need	Cathedral Administrator	

Objective D. Work to redeploy existing resources to successfully implement the plan.			
Strategy 1. Realign staff to address strategic plan goals.			
Milestones	Timeline	Leaders	Resources
Communications are consolidated under one position.	Y1, Q1	Dean	
Staff resources assessed to decide who oversees strategic plan implementation – shared or one persons responsibility.	Y1, Q1	Dean	
Strategy 2. Focus Chapter quarterly on checking plan progress, discussing challenges, making realignment, and publicize progress to members.			
Staff person and chapter members appointed to each objectives to oversee the progress.	Winter 17	Chapter/Dean	
Process developed for vetting new ideas that arise from staff and parishioners that impact resources (time and financial) – i.e. the big idea form.	Winter 17	Staff person TBD/Strategic Planning Comm.	
Chapter goal leaders gathered reports from each strategy leader with that quarterly deadline and create progress update (inclusive of challenges). Progress update presented to Chapter along with any recommendations for adjustments.	Quarterly	Staff person TBD/Strategic Planning Comm.	
Plan progress publicized in the Chimes and/or via email.	Bi-Annually	Staff person TBD/Strategic Planning Comm.	

IV. Appendix

A. Planning Committee Members

- Madeleine Edwards
- Anna Holtzclaw
- Mia Henley
- Gillian Steinhauer
- John Burruss
- David Nelson
- Jim Powell
- Pat Kelly
- Aimee McMillin
- Wayne Brafford
- Dot Gause
- Scott Blake
- Dennis Janzer
- Denise Dinkins
- TomCat Anderson
- Steve Kite-Powell
- Matt Morice
- Andy Andrews
- Laura Gettys

¹ This could be done as a Shalom Zone in partnership with the Center for Transforming Communities <http://www.ctcmidsouth.org/shalom-zone-network>.

² Miranda is now on the Happening Steering Committee, which is a Diocesan youth program that may need a paid coordinator. Could both positions be combined with the Diocese and St. Mary's sharing costs?

³ Could Andy or Laura could commit to being the convener of Clericus (which is a somewhat regular clergy gathering)?