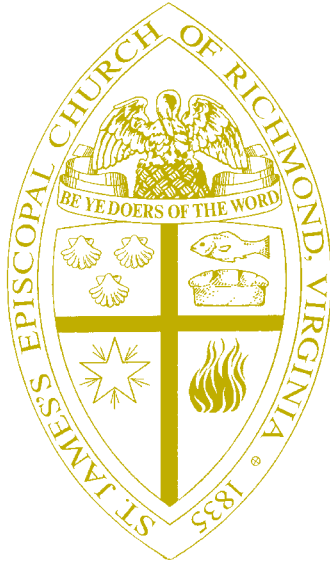
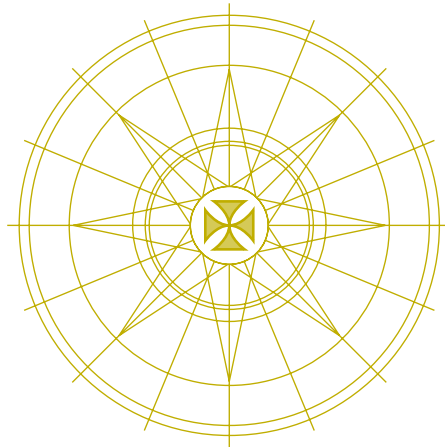


A Strategic Plan for St. James's



Charting our Future



Where will our next journey take us



Charting our Future

Our Mission *(what we do)*

To live as *Doers of the Word* worshipping God
and serving others to build Christ's Kingdom

Our Purpose *(why we are here)*

To proclaim the good news of God in Christ
To seek and serve Christ in all persons
To strive for justice and peace among all people

Our Vision *(what we strive to achieve)*

The fulfillment of Christ's Kingdom on earth

Adopted by the Vestry February 23, 2010

Strategic Planning Committee

Mason Beazley
Stacy Brinkley
John Hart
Randy Hollerith
Tom Horton
Pim Jager
Ginny Poindexter
Pierce Rucker
Mark Shuford
Woodi Sprinkel
Stevie McFadden Toepke
Lilo Ukrop

February 28, 2010

Dear Friends,

Contained in the pages that follow are the fruits of more than 12 months of prayer, listening, dreaming, study and planning. The document reflects the hopes and dreams of our community. In its aspirations we believe you will find the consensus of our congregation. It is a shared vision intended to provide us with a roadmap for the next five years.

We are grateful to the many faithful people who contributed their time, energy and insight to create this document. Their hard work is a gift to our church and we are indebted to them for their ministry.

The Vestry is committed to this Strategic Plan as a road map for our congregation. It was formally adopted during the Vestry's February 23, 2010 meeting. We hope you will read this strategic plan carefully and thoughtfully, remembering that it is a living document intended to guide us as we move into the future.

The financial impact of this visionary plan on our operating budget will be substantial. When fully implemented, it will add approximately \$500,000 in 2009 dollars to the parish's annual operating budget. This will require significant and sustainable increases in pledges to our Annual Giving Campaign.

We have a bright future full of challenges and opportunities to serve Christ. Among other things, we are being called to deepen our own spiritual lives, to broaden our outreach, to strengthen our education and to nurture our youth fully in the faith. We have a lot of work to do, and we are blessed with new and renovated facilities in which to do this work.

Please pray for St. James's. Pray that we will have the wisdom to discern God's will for our parish family. Pray that we will have the courage to follow where our Lord calls us.

Faithfully,



The Rev. Randy Hollerith
Rector



Ronald A. Cain, Jr.
Senior Warden, 2009

Planning for the Journey

Building on Success

In 2003 St. James's, under the direction of our rector, Randy Hollerith, developed a five-year strategic vision for the parish. Among the goals that emerged was the need to address the limitations of the space available for Christian education, fellowship and the increasing variety of ministries in which the church was involved. This led to the spectacular success of the church's capital campaign, *Fan the Flame*, which funded the construction of the Michaux House and the renovation of the Sunday School Building.

Setting New Goals

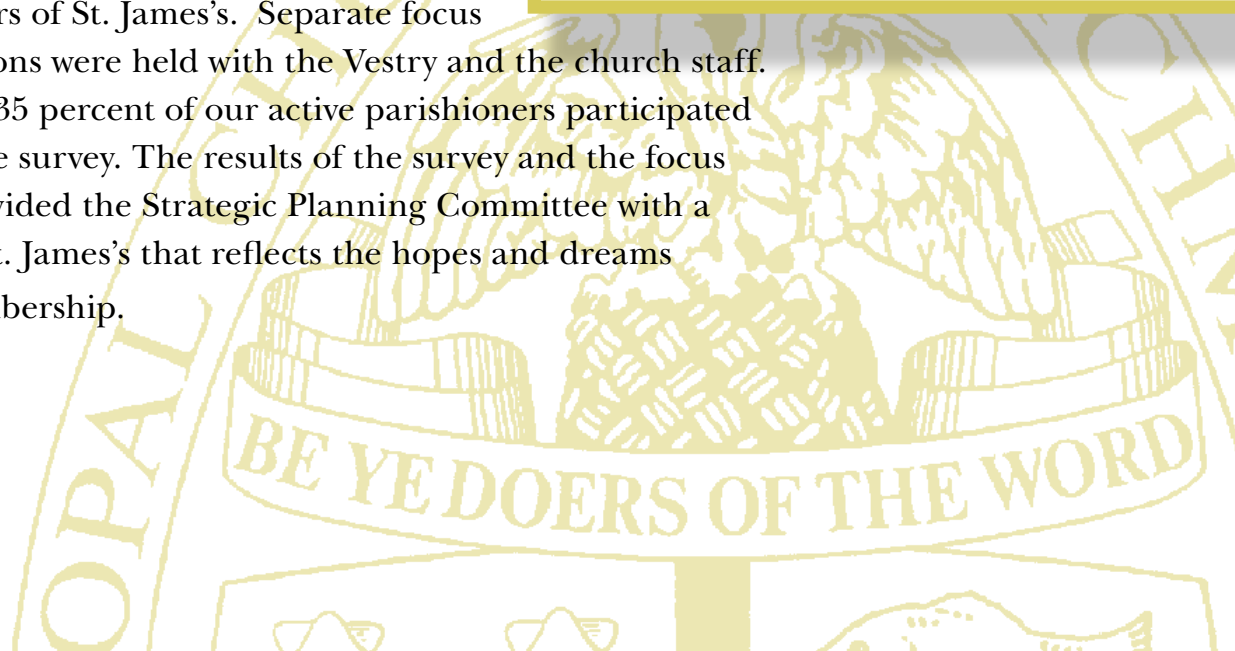
In 2008 Rev. Hollerith initiated a review of the 2003 Long Range Plan. It was gratifying to learn that nearly every initiative set out in that document had been realized, in many instances with unimagined success. However, understanding that a church must always be pushing itself forward if it is to fulfill its obligation to realize God's Kingdom here on earth, Rev. Hollerith called for a new strategic plan for St. James's Church and appointed a committee. From the outset the congregation and the Strategic Planning committee acknowledged that any strategic plan should keep in mind two points: the need to be good stewards of our facilities in service to our congregation and the wider community; and our commitment to the call to be "Doers" of God's word in our parish and in the world.

A Committee of Listeners

The Strategic Planning committee began to meet in February, 2009, under the leadership of Rev. Hollerith. The committee was assisted by Woodi Sprinkel, a facilitator and counselor who consults for a number of Episcopal dioceses, including the Episcopal Diocese of Virginia. Ms. Sprinkel did a masterful job of keeping us on track and moving forward and the 2009 Strategic Plan could not have been achieved without her wisdom, patience, experience and guidance.

From its initial meeting in February, the Strategic Planning committee met for several hours at least once each month. Aware that any successful vision for our future must come from the bottom up, the Strategic Planning committee planned focus group meetings to engage the congregation in a dialogue about the church's strengths and challenges, and our hopes and dreams for our parish. Nearly 300 parishioners participated in the more than 25 group sessions designed to reflect the wide diversity of ages, interests, talents and backgrounds of the members of St. James's. Separate focus group sessions were held with the Vestry and the church staff. More than 35 percent of our active parishioners participated in an online survey. The results of the survey and the focus groups provided the Strategic Planning Committee with a vision for St. James's that reflects the hopes and dreams of our membership.

Nearly 300 parishioners participated in the more than 25 group sessions designed to reflect the wide diversity of ages, interests, talents and backgrounds of the members of St. James's.



Our Strengths and Challenges

We learned that our members are overwhelmingly pleased with their experience at St. James's and intend to remain members. The church has experienced a great deal of growth in the last decade as more than 50 percent of the survey respondents have been members of St. James's for less than 10 years. We are blessed with strong, energetic and inspired clergy and a music program unsurpassed in the city of Richmond. We have embraced God's call to become "Doers of the Word and Not Hearers Only." A large number of parishioners have participated in foreign mission or local outreach projects. Our elementary-age Christian education program retains strong support.

However, as a parish with visionary leadership and a membership committed to service, St. James's is challenged by the fact that our members do not always provide the financial or personnel resources to accomplish the goals we set for ourselves. We are a parish with broad involvement in the community. By spreading our outreach resources among dozens of community ministries we run the risk of minimizing the impact of these resources.

A large number of parishioners said that mission, outreach and service within our parish must remain a priority. We must do more to become the primary spiritual home for our youth and to break down the barriers that discourage our middle and high school age members from engagement in worship and service at St. James's.

While our membership has grown substantially over the last decade, our Sunday worship attendance has remained largely unchanged. St. James's must provide worship and prayer opportunities that respond to the needs of our diverse community. Our Anglican liturgical traditions are treasures. However, we recognize the need for diversity in worship styles and times.

What follows is a map of the road that the parishioners of St. James's propose to walk over the next five years. The map is organized to show the destinations in three primary areas: worship, education, and service. A fourth section addresses the human and material resources we require in order to reach these destinations.

A Home for Worship

As “Doers of the Word” we acknowledge worship to be the foundation of our faith life. As servants of Christ and stewards of God’s mysteries, we will be a church where liturgical and musical excellence is the norm of our common life. We are committed to living as a prayerful, hospitable community, inviting others into their own encounter with Jesus Christ.

To achieve these goals we will

- 1 become a more prayer-centered community by**
 - developing more educational opportunities to explore the rich heritage of Christian prayer
 - ensuring the daily availability of our worship space
 - exploring the creation of a daily prayer service
 - fostering the growth of small groups dedicated to prayer and spiritual growth
 - investing in quarterly spiritual retreats
- 2 strengthen our worship life by**
 - developing additional worship services to meet the needs of our congregation
 - expanding our fellowship opportunities on Sunday mornings including the possible addition of a brunch after the 11:15 a.m. service and a coffee hour after the 9:00 a.m. service
 - enhancing and refining the audio system in the sanctuary
 - creating and implementing a plan for live video broadcast of our Sunday service over the internet
- 3 cultivate an evangelical heart committed to Christ’s command to make disciples of all nations by**
 - reaching out to those who have no church home
 - inviting friends to church services and events
 - expanding the role of our Newcomers committee
 - reviewing and improving signage and other printed materials designed to assist those who are new to our community
- 4 build upon the strong foundation of our music program by**
 - encouraging even more choir participation
 - considering the regular addition of strings, brass, timpani or other instrumentation at our 11:15 a.m. service
 - exploring opportunities for additional musical offerings including a summer choir and music for alternative worship services
 - supporting our excellent music team through the development of additional lay and/or paid leadership

- \$ In addition to our time and talents, we will need the following additional resources:**
- a fourth full-time clergy person to support increased liturgical, educational and pastoral responsibilities
 - a third full-time sexton to support increased activities
 - a part-time audio/visual person to facilitate the internet broadcast of services as well as the AV needs for Christian education
 - increased funding for the music budget to cover increased programming, musicians and 10 year organ maintenance
 - an expanded lay ministry budget to cover the cost of training individuals interested in spiritual direction, healing ministry and/or lay pastoral care
 - a part-time kitchen coordinator to oversee food service at St. James’s

A Center for Study

We are Christians committed to the education of both children and adults.

Therefore, St. James's will be a church where Christian formation is an essential part of our mission.

We seek to be a church where children and adults are eager to participate in Christian formation programs. We seek to be a spiritual home for our youth.

In pursuit of this goal, we will strengthen and broaden our educational offerings with the long-term aim of involving all of our members.

To achieve these goals we will

- 1 reinforce and expand our existing Sunday School program for elementary-age children by**
 - expanding our teacher base and training
 - exploring the addition of "Godly Play" as an additional curriculum
- 2 create a spiritual home for our youth by**
 - appointing a Youth Education committee comprising parents and youth to understand better the needs of our young people
 - surveying our youth to understand their needs and concerns
 - undertaking a national study to determine programs best suited to serve the needs of our youth
 - updating our Sunday morning curriculum for 6th to 9th grade and exploring newer programs to replace Journey to Adulthood
 - developing a meaningful curriculum for our 10th to 12th grade youth
 - working with parents to create a parish youth identity that transcends naturally occurring school cliques
 - exploring the creation of a yearly youth pilgrimage as part of their spiritual formation
 - creating opportunities for our teens to partner with youth at the Peter Paul Development Center and the Anna Julia Cooper School for fellowship, mentoring and service projects
- 3 expand participation in our adult education programs by**
 - creating an Adult Education committee to oversee and plan a comprehensive approach to adult Christian formation
 - creating adult Christian education programs that integrate the truths of our faith with the complex realities of life in the 21st century (examples: What does it mean to be a Christian parent? How do I live my faith in the workplace? How can faith help us cope with disease?)
 - developing a lay leadership training program to train and develop leaders to facilitate small group Christian education ministry
 - fostering the creation of 25 small group ministries

\$ In addition to our time and talents, we will need the following additional resources:

- an expanded budget for children, youth and adult education programming
- more financial resources to train teachers and small group ministry leaders
- dedicated staff time for coordinating small group ministry
- an additional parish secretary who also functions as a full-time receptionist

A Heart for Service

As “Doers of the Word,” we believe that every Christian is called not only to worship and study but also to serve. Therefore, to further Christ’s work of reconciliation in the world we seek to be a church where every member is engaged in servant ministry.

To achieve these goals we will

1 strengthen our current ministry opportunities within the community, the city, and the wider world by

- tripling our current outreach budget to an annual goal of \$200,000
- renewing our commitment to our Mardi Gras for Missions fundraiser and the ECW Bazaar

2 empower members of our community for servant ministry by

- creating a Lay Ministry Task Force in support of staff efforts to identify and recruit participants in servant ministry
- creating more short-term adult volunteer servant ministry opportunities in the community and on the premises of St. James’s
- developing volunteer opportunities for our children and youth as a component of our Christian education programming
- focus our outreach energy and resources by
 - * expanding our partnerships with:
 - * St. James’s Children’s Center
 - * Peter Paul Development Center
 - * ACTS (Area Congregations Together in Service)
 - * CARITAS (Congregations Around Richmond Involved To Assure Shelter)
- measure parish participation in servant ministry by tracking the increase in financial support and volunteer hours committed to various projects
- be good stewards of our expanded facilities by
 - * putting them to use not only on Wednesdays and Sundays but five days a week
 - * providing space within our new facilities for the benefit of the neighborhood and the city. Ideas include:
 - * providing meeting space for educational and support groups
 - * providing a venue for the arts – specifically educational opportunities and performances
 - * serving as a CARITAS intake center
 - * providing English as a second language classes
- focus more attention on the in-reach requests of our own parish family by creating a Servant Ministry committee dedicated to serving the needs of those within our church
- strengthen our current mission trip offerings by encouraging broader participation
- expand local mission opportunities to address the needs of our city by developing local family mission trips including one in which parents and children can serve together

\$ In addition to our time and talents, we will need the following additional resources:

- an expanded outreach budget
- a third full-time sexton
- an expanded budget for building operations
- a full-time facilities manager

Strengthening our Foundation: Staffing, Buildings and Grounds

As a good steward of the gifts God has given us, St. James's will be a church committed to the care of its staff and facilities. We are blessed with employees committed to the work of the church. We have new and renovated buildings in which to do God's work. Such gifts require the commitment of our time, talents and resources for our community to continue to succeed in its ministry.

To achieve these goals we will

1 develop an organization that functions efficiently for a church our size by

- appointing a Vestry subcommittee to evaluate increasing part-time staff hours and hiring additional staff and to evaluate the church's salary structure. Suggestions for additional staff include:
 - * a third sexton, full time
 - * a kitchen coordinator, part time
 - * a receptionist/secretary, full time
 - * a director of communications, full time
 - * a fourth clergy person, full time
 - * a facilities manager, full time
 - * a musical support person, part time
 - * an audio visual coordinator, part time
- creating a buildings and grounds committee to support the junior warden and the facilities manager

2 increase our commitment to stewardship and provide St. James's with sufficient financial resources by

- striving to increase giving and pledging units through better education and communication with current and new members
- building a strong program of stewardship education for children
- making the Biblical tithing of 10 percent the giving standard and encouraging parishioners to work toward this goal each year
- communicating our budgetary needs to the parish more effectively
- reporting in detail how budget dollars are spent
- establishing a chair or endowment for clergy or staff positions

3 work to increase our Capital Maintenance Reserve by 50 percent through budgetary discipline

4 continue to improve communications and marketing efforts by

- developing a state-of-the-art website
- web broadcasting Sunday services and special events
- creating a marketing committee as a subcommittee of the Communications committee

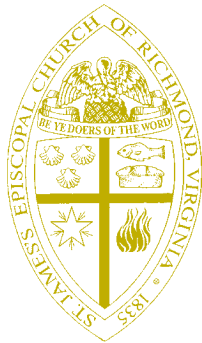
5 focus our Planned Giving efforts by

- growing the St. James's Endowment Fund by \$1 million
- striving to have 200 members of the Legacy Society

The Journey Begins...

Our congregation is strong and vibrant. It has heard the call of Christ to worship, to serve and to open our church to others. The hard work and devotion of St. James's members have carried us to this pivotal moment in the life of our parish. Members must now give prayerful consideration to their relationship with Christ and the opportunities that lie ahead. Each must consider his or her personal commitment to the aspirations of this plan. Only through the commitment of our time, talent and treasure can we respond to God's call and share His Spirit with the world.





ST. JAMES'S EPISCOPAL CHURCH

1205 West Franklin Street Richmond, Virginia 23220

804-355-1779 | www.doers.org