

# Focus on the Future

## St. James Strategic Plan

The St. James Strategic plan is an outgrowth of the Focus on the Future conducted in 2022. In response to that effort, five areas were designated by the Vestry for planning development: Pastoral Care, Fellowship, Outreach, Spiritual Formation, and Membership. Membership evolved into Invite Welcome Connect which has three committees addressing the three aspects of this newcomer's ministry.

The plans developed are long range and dynamic, addressing current and future opportunities, and subject to change when change is necessary. The Vestry will work diligently to see that these plans are followed and maintained, but it often requires people invested in actions to push for completion.

***You can view each plan by clicking on the plan name in the following table of contents. To return to the table of contents, click on the heading for the plan. Otherwise, just scroll down to view each plan.***

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# Fellowship

<b>GOAL A: Establishing a greater congregational commitment to fellowship amongst all those who come to St. James.</b>					
<b>ACTION</b>	<b>WHAT NEEDS TO BE DONE</b>	<b>BY WHOM</b>	<b>START DATE</b>	<b>END DATE</b>	<b>COMPLETED</b>
<b>Objective 1: Provide parish-wide fellowship activities.</b>					
1:1	Work with Vestry on current planned activities.				
	a. Shrove Tuesday pancake supper		4/1/2023	ongoing	
	b. Parish picnic		4/1/2023	ongoing	
1:2	new event – Fall harvest Potluck Supper and Game night		4/1/2023	12/30/2023	
1:3	new event – Butterfly garden Party.		1/1/2024	12/30/2024	
<b>Objective 2: Provide small group activities.</b>					
2:1	Foyer Dinner Groups		4/1/2023		
2:2	Episcopalians Out and About (EOAA).		4/1/2023		
<b>Objective 3: Evaluate each new activity and its requirements.</b>					
3:1	Determine metrics for each.	Committee	4/1/2023	ongoing	
3:2	Identify potential fellowship committee members to carry out each activity	Committee	4/1/2023	ongoing	
3:3	Develop leaders for each activity.	Committee	4/1/2023	ongoing	
<b>Objective 4: Initiate a St. James Calendar with overlay to Fellowship and other committees</b>					
4:1	Create calendar in Outlook.		4/1/2023		
4:2	Work with church office to maintain calendar.		4/1/2023		
4:3	Assist other committees in creating their own overlay to the calendar.		4/1/2023		

# Outreach

<b>GOAL A: Bring parishioners together to serve our community</b>					
<b>ACTION</b>	<b>WHAT NEEDS TO BE DONE</b>	<b>BY WHOM</b>	<b>START DATE</b>	<b>END DATE</b>	<b>COMPLETED</b>
<b>Objective 1: Gather information and raise consciousness</b>					
1:1	Determine what St. James is already doing				
	a. Separate internal ministries from outreach ministries on our current ministries list	Jan Tindall	4/16/2023	4/16/2023	
	b. Find other ministries not already listed	Jan Tindall	5/1/2023	6/15/2023	
1:2	Determine what is already being done in our community				
	a. Send letters to churches	Jan Tindall	3/15/2023	4/1/2023	
	b. Evaluate information from response letters	Jan Tindall	4/1/2023	6/15/2023	
	c. United Way project list	Marie Crouch	4/1/2023	6/15/2023	
1:3	Determine unmet community needs that could be addressed by St. James	Committee	4/1/2023	6/15/2023	
1:4	Prepare, advertise and post list of ministries, .eg. Bulletin boards, newcomers bags, website	Jan & Marie	5/3/2023	ongoing	
1:5	Coordinate with Connect and Welcoming committees plus stewardship	Jan Tindall	5/1/2023	9/1/2023	
1:6	Ask for prayers from the pulpit and Daughters of the King for ministries on a rotating basis	Jan Tindall	5/1/2023	5/25/2023	

1:7	Survey to see how many parishioners are involved in some outreach ministry with goal of 50% (?)	Linda Merrill	9/1/2023	11/15/2023	
<b>Objective 2: Develop programs</b>					
2:1	Expand existing programs				
	a. Expand Food Bank program in conjunction with Food Bank board	Jan Tindall	6/1/2023	9/1/2023	
	b. Operation Homebound: explore other services, e.g. chores, transportation	TBD	TBD	TBD	
2:2	Foster cooperation between groups with similar goals				
	a. Increase services for the hearing impaired	Wendy Krauss	4/15/2023	9/1/2023	
	b. Investigate American Sign Language (ASL) for services	Wendy Krauss	4/15/2023	9/1/2023	
	c. Investigate Laundry Day for the homeless	Marie Crouch	4/30/2023	11/15/2023	
	c.1. Develop list of parishioners to serve	Marie Crouch	9/30/2023	11/15/2023	
	c.2. Find suitable laundromats	Marie Crouch	9/30/2023	11/15/2023	
	c.3. Find funds	TBD	TBD	TBD	
	d. Habitat for Humanity; initially funding by St. James and expand to work projects				
	d.1. Donate funds	Marie Crouch	4/25/2023	Ongoing	
	d.2. Investigate volunteer Opportunities	Marie Crouch	4/25/2023	ongoing	

<b>Objective 3: Develop a coordinated ministries program</b>					
3:1	Foster cooperation between groups with similar goals	TBD	TBD	TBD	
3:2	Continue to develop new ministries as needed and enthusiasm directs	Committee	ongoing	ongoing	

## Pastoral Care

<b>GOAL A: Provide for the emotional and spiritual needs of the St. James Community</b>					
<b>ACTION</b>	<b>WHAT NEEDS TO BE DONE</b>	<b>BY WHOM</b>	<b>START DATE</b>	<b>END DATE</b>	<b>COMPLETED</b>
<b>Objective 1: Provide Opportunity for Homebound to Receive Communion</b>					
<b>Eucharistic Visitors</b>					
1:1	Advertise this ministry (Messenger; Bulletin; etc.)	Bob Tindall	5/1/2023	Ongoing	
1:2	Actively recruit new Eucharistic Visitors; provide training as needed	Bob Tindall	5/1/2023	Ongoing	
1:3	Order new communion kits	Bob Tindall	5/1/2023	5/5/2023	
<b>Objective 2: Provide 1:1 Christian care to people in our congregation and community who are experiencing difficulties in their lives Thro</b>					
<b>Stephen Ministry</b>					
2:1	Advertise Stephen Ministry and the services it provides	Bob Tindall	4/1/2023	Ongoing	
2:2	Annually, have a Recognition Sunday with corporate communion for Stephen Ministers	Fr Trees	12/1/2023	Annually	

<b>Objective 3: Provide support for anyone who has experienced a significant loss</b>					
<b>Grief Support Group</b>					
3:1	Provide clear description of how this group operates	Susan Cyrus	5/1/2023	Ongoing	
<b>Grief Booklets</b>					
3:2	Advertise their purpose and availability	Bob Tindall	4/1/2023	Ongoing	
<b>Objective 4: Use the power of prayer for those in need</b>					
<b>Daughters of the King</b>					
4:1	Provide a regular cycle of prayer for those in need	Kay Oestreich	4/1/2023	Ongoing	
<b>Intercessory Prayer Group</b>					
4:2	Clarify the referral process	Bob Tindall	4/1/2023	Ongoing	
4:3	Develop system to monitor status of prayer lists	Bob Tindall	4/1/2023	6/1/2023	
<b>Objective 5: Develop other areas of Pastoral Care</b>					
<b>Community Services</b>					
5:1	Investigate possibility of using church facilities for community support groups (e.g., AA, Alanon, etc.)	TBD	5/1/2023	9/1/2023	
<b>In-House Pastoral Care</b>					
5:2	Develop program for follow-up of members of the congregation who have not been coming to church (MIAs)	TBD	TBD	TBD	

# Spiritual Formation

<b>GOAL A: Create and maintain programs to enhance the spiritual growth of St. James</b>					
<b>ACTION</b>	<b>WHAT NEEDS TO BE DONE</b>	<b>BY WHOM</b>	<b>START DATE</b>	<b>END DATE</b>	<b>COMPLETED</b>
<b>Objective 1: Form a network of small faith formation groups, akin to spiritual support networks, in the parish</b>					
1:1	Appoint a member of the Spiritual Formation Committee to liaison with the Fellowship Committee to partner on the development of small faith group opportunities.	Dorry Curran	4/1/2023	12/31/2023	
1:2	Create a structure and process for the small faith formation groups, along with an orientation document/presentation to explain how the process will work.	Dorry Curran to lead committee in this activity	4/1/2023	12/31/2023	
1:3	Identify and invite potential people to “kick start” the small faith formation groups. These people would publicize the idea through their social contacts and would be responsible for setting up the first meeting.	Spiritual Formation committee in concert with Fellowship committee	4/1/2023	1/15/2024	

<b>Objective 2: Provide Christian education and development for all ages.</b>					
2:1	Hire a trained, dedicated youth minister whose purpose would be to develop a spiritual enrichment/fellowship program for 12–18-year-olds and to build a robust community of parishioners in that age range.	Vestry (funds needed)	4/1/2023	7/15/2024	
2:2	Pilot a program of “children’s church” to be delivered as a liturgical type event for children during the regular Sunday service.	Vestry (funds needed)	4/1/2023	9/1/2024	
<b>Objective 3: Promote and implement stewardship campaigns that enhance the spiritual development of our individual parishioners and support the mission of the parish.</b>					
3:1	Identify and consult professional, Episcopal resources (including <a href="http://www.ecf.org">www.ecf.org</a> ) concerning stewardship and fund-raising to consider activities to encourage generous sharing of all God’s gifts (economic, spiritual, mental, emotional, natural, etc) to the benefit of God’s people and the glory of His name.	Sebastiana Springman Bill Cauthen	4/1/2023	9/30/2023	
3:2	Add a line to annual pledge card that asks for a commitment of time, talent, prayer, professional contact or whatever “other gift” the parishioner can donate, in addition to asking for a monetary commitment.	Fr. Tom	4/1/2023	11/1/2023	

## IWC-Invite

INVITE				
GOAL A: Educate Parishioners on Inviting				
ACTION	WHAT NEEDS TO BE DONE	BY WHOM	START DATE	END DATE
<b>Objective 1: Target whole church</b>				
1:1	Maintain suite of 3 invite videos	Team cooperative	Ongoing	
1:2	Annually encourage parish-wide refresher training via review of the videos	Team cooperative	Ongoing	
<b>Objective 2: Equip people who are more interested in this evangelism</b>				
2:1	Develop dedicated class/curriculum	Team cooperative	TBD	TBD
2:2	Present during Sunday school or over a weekend	Team cooperative	TBD	TBD
GOAL B: Widen the demographic appeal of St. James				
ACTION	WHAT NEEDS TO BE DONE	BY WHOM	START DATE	END DATE
<b>Objective 1: Target younger/working demographic</b>				
1:1	Explore implementing a Saturday evening contemporary service	Trees, Trees, John	TBD	TBD
<b>Objective 2: Target a more casual demographic; people uncomfortable with the sanctuary</b>				
2:1	Explore a simultaneous live-stream service in the parish hall	Trees, Trees	TBD	TBD
<b>Objective 3: Provide resources that would appeal to Christians looking for a home</b>				
3:1	Host the Alpha course	Spiritual Formation	Ongoing	

<b>GOAL C: Improve St. James marketing</b>				
<b>ACTION</b>	<b>WHAT NEEDS TO BE DONE</b>	<b>BY WHOM</b>	<b>START DATE</b>	<b>END DATE</b>
<b>Objective 1: Utilize all available forms of media</b>				
1:1	Create a general welcome video	Seth, presenter	4/24/2023	12/30/2023
1:2	Create a history of the church video	Seth, Bob T.	6/19/2023	TBD
1:3	Create promo videos for special services and events	Seth, presenters	Ongoing	
1:4	Create promo videos for all ministries	Seth, presenters	TBD	TBD
1:5	Post St James events, ministry info, and general news on social media	Seth, Marc	Ongoing	
<b>Objective 2: Put more info on the website for people researching St James</b>				
2:1	Post comprehensive list of ministries	Jeff	4/23/2023	11/30/2023
2:2	Create and post staff bios	Dorry	4/23/2023	11/30/2023
<b>Objective 3: Utilize printed material we can hand out on all occasions</b>				
3:1	Create general info flyer for St James	Lash, Cyrus	4/23/2023	11/30/2023
3:2	Use St James business cards	Crouch	ongoing	
3:3	Use St James car window decals	Crouch	ongoing	
<b>Objective 4: Research effective ways other churches market themselves</b>				
4:1	Visit other Episcopal churches	Hackney	11/1/2023	12/30/2023
<b>Objective 5: Utilize events around leesburg area</b>				
5:1	Find events and volunteers	TBD	ongoing	
<b>GOAL D: Expand efforts of inviting</b>				
<b>ACTION</b>	<b>WHAT NEEDS TO BE DONE</b>	<b>BY WHOM</b>	<b>START DATE</b>	<b>END DATE</b>
<b>Objective 1: Invite people to St. James</b>				
1:1	Promote use of "Invite Sundays", existing social events, or created social events as targeted invite events to encourage parishioners to invite. Have minimum of two formal events each year. Others ongoing.	Marc and others	12/1/2023	Ongoing
1:2	Invite students at Beacon College to attend St James. Specific actions TBD.	Marc, Galyons, Cauthern	12/1/2023	Ongoing
1:3	Invite St James neighbors to St James. Specific actions TBD.	Marc, Fr Tom	12/1/2023	Ongoing

## IWC-Welcome

Welcome				
<b>GOAL A: Guests and visitors will feel welcomed at all services and events</b>				
<b>ACTION</b>	<b>WHAT NEEDS TO BE DONE</b>	<b>BY WHOM</b>	<b>START DATE</b>	<b>END DATE</b>
<b>Objective 1: Reinstitute greeters at both Sunday services</b>				
1:1	Enroll church members as greeters at both Sunday services	Chris	Ongoing	
1:2	Maintain and provide greeting guidelines and training	Planning team	Ongoing	
1:3	Maintain sign up lists for vestry, greeters	Chris	Ongoing	
1:4	Maintain a greeters schedule	Chris	Ongoing	
<b>Objective 2: Involve entire congregation in welcoming guests at all services and events</b>				
2:1	Annually encourage refresher training via review of the video and guidelines	Chris	Ongoing	
<b>Objective 3: Welcome guests and visitors at Thursday services</b>				
3:1	Clergy and volunteer greeters perform welcome function	Planning team	Ongoing	
3:2	Utilize modified Sunday service procedures appropriately	Planning team	Ongoing	
<b>Objective 4: Create Welcome table in Narthex</b>				
4:1	Encourage all attending to wear name tags	Fr Tom	Ongoing	
4:2	Maintain red Welcome bag	Welcome Ministry	Ongoing	
4:3	Maintain newcomers table in Narthex	Chris, Kathy D	Ongoing	
4:4	Maintain activity bags for preschool and elementary children	Chris, Carole F,	Ongoing	
<b>Objective 5: Create a path that takes guests to coffee after Sunday services</b>				
5:1	Maintain signage directing guests to coffee	Chris, Welcome Ministry	Ongoing	
<b>Objective 6: Use a welcome card to gather information from guests</b>				
6:1	Revisit card design and content annually for needed updates	Chris	Ongoing	

# IWC-Connect

CONNECT				
GOAL A: HELP ALL GUESTS BECOME CONNECTED TO ST. JAMES				
ACTION	WHAT NEEDS TO BE DONE	BY WHOM	START DATE	END DATE
<b>Objective 1: Ensure that all guests become part of the "St. James Timeline"</b>				
1:1	Maintain St. James Timeline; Coordinate with Welcome Team	Bob Tindall	Ongoing	
1:2	Maintain the Liason System. Update guidelines annually.	Bob Tindall	Ongoing	
1:3	Ensure Guest Information Continues to Reach the Connect Team.	Bob T.; Chris Leware	Ongoing	
<b>Objective 2: Ensure that guests get immediate contact after initial visit</b>				
2:1	Assign Liason to Guest and ensure contact with guest is made.	Bob Tindall	Ongoing	
2:2	Ensure Rector Contacts Guest	Bob Tindall	Ongoing	
2:3	Ensure Liaisons Monitors Timeline	Bob Tindall	Ongoing	
2:4	Drop Off Loaf of Bread		TBA	
<b>Objective 3: Get to know the guests</b>				
3:1	Train Connect Team with listening skills	Bob Tindall	TBA	
3:2	Provide opportunities to listen to guest's story			
	a. Develop "Small Group Ministry"; invite guest to join	Fellowship Committee	TBA	
	b. Have a "Newcomer's Luncheon" quarterly	Sue Hackney	Ongoing	
<b>Objective 4: Help all guests become connected to ministries at St. James</b>				
4:1	Maintain comprehensive "Ministries List"	Shirley Dunne; Bob T.	Ongoing	
4:2	Maintain and deliver four-part orientation program quarterly or as needed.	Bob T.	Ongoing	

**GOAL B: MAINTAIN CONTACT WITH EVERYONE IN THE ST. JAMES COMMUNITY**

<b>ACTION</b>	<b>WHAT NEEDS TO BE DONE</b>	<b>BY WHOM</b>	<b>START DATE</b>	<b>END DATE</b>
<b>Objective 1: Develop a fluid and accessible database</b>				
1:1	Evaluate utility of current database	Bob Tindall, Bruce Saylor	5/1/2023	TBD
1:2	Develop new database, if necessary	Bob Tindall, Bruce Saylor	5/1/2023	TBD
<b>Objective 2: Maintain current services for children</b>				
2:1	Maintain parallel service for children at the 10:15 Service	Beth Williams	Ongoing	
2:2	Maintain current Wednesday program for children	Beth Williams	Ongoing	
2:3	Provide Bible Study options for parents of children & teens		TBD	
2:4	Schedule periodic "Parents' Night Out"		TBD	
<b>Objective 3: Develop system to keep in touch with MIAs</b>				
3:1	Develop system to discern who in fact is an MIA	TBA (Needs Database)	TBD	
3:2	Develop system to detect new MIAs (perhaps a "Buddy System"?)	TBA (Needs Database)	TBD	
3:3	Develop system to contact & follow-up with MIAs	TBA (Needs Database)	TBD	
<b>Objective 4: Maintain contact with snowbirds</b>				
4:1	Discern who is a snowbird	TBA (Needs Database)	TBD	
4:2	Ensure snowbirds receive information while they are away	TBA (Needs Database)	TBD	
4:3	Have a "Welcome Home" celebration in the Fall when snowbirds return	TBA (Needs Database)	TBD	

# Plan Accomplishments

## Invite Welcome Connect 2023 Strategic Plan Accomplishments

Developed and delivered 3 invite, 1 welcome, and 1 connect presentations to parish.

Commenced posting about St James, St James ministries, and St James events on Nextdoor and Facebook.

Restarted the Greeter ministry. Prepared guidelines for greeters. Initiated a schedule for greeters. Initiated a schedule for vestry members to make first contact with new guests.

Added activity bags for preschool and elementary children to use during services.

Added a greeters table to the narthex.

Created guest card to gather guest information.

Developed timeline to track guests.

Developed liaison system to connect with guests.

Developed and maintain a comprehensive list of ministries with contact information.

Developed and delivered first round of the Connect Orientation program, including:

- History of St James
- Why we do what we do
- Spiritual Gift Discernment
- The Missions of St. James

Initiated the development and delivery of a parallel service for children at the 10:15 service.