

***Long Range Planning Report  
and Recommendations  
For St. David's Episcopal Church  
Bean Blossom, Indiana***

Recommendations Approved  
by the Bishop's Committee  
August 15 and 22, 2007

With Appendices

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# **Long Range Planning Report and Recommendations**

*Prepared for the Bishop's Committee of St. David's Episcopal Church  
August 15, 2007*

## **I. Introduction**

Dear Friends in Christ,

After three months of preparation and almost eight months of work, the St. David's Long Range Planning Committee (LRPC) submits its report and recommendations to the Bishop's Committee for action. The LRPC work has been at times challenging and at other times visionary, exciting, humorous, and idealistic. It has always been educational and prayerful. We pray our efforts to coordinate, integrate and manage the planning/visioning process will help give St. David's Church meaning and direction for the next several years.

We knew at the outset that we wanted to listen for God. We wanted to also engage each other and the whole congregation in the critical decisions offered for our future. These goals made quiet time and discernment education a necessary part of our process. We used St. David's mission statement, "To do and to be the Gospel of Jesus Christ in the world", as our theological anchor in reaching recommendations that make sense for us. Our accountability is to the Bishop's Committee, who will ultimately decide how and to what degree our recommendations will be implemented. We are indebted to the John McKinney Fund committee, to the Bishop's Committee and congregation for recognizing that St. David's needed to take a comprehensive look at our mission, ministry and stewardship before we spend his generous gift on "new work" for the community. The work of the parish visioning team in 2002-03 was invaluable in our current efforts.

Our approach to the planning process was to use a model of "seeing things whole" to get at the big picture of St. David's. We looked at our identity, our characteristics, dedication, faith and skills as a congregation. We looked at our purpose, our passion for our mission to those in need, physically and spiritually. We looked at the stewardship of our essential resources, including staff, volunteers, facilities, and money. If we are to be the church that comes near to the kingdom of God, we need a healthy balance of faith, good corporate worship, commitment to others, vision, care for ourselves in community, care of buildings and grounds, and a theological view of possessions and money.

We have been intentional in seeking the wisdom and advice of all our members through a series of three parish brunch/dinner meetings attended by 55 people, input from 36 surveys by individuals or families, and two well-attended parish forums to critique and affirm our summary of what the congregation told us. That summary (included in the Appendices with other LRPC documents) forms the guide from which our recommendations are formed.

## II. Implementation of Recommendations

Presenting these recommendations to the Bishop's Committee ends the major responsibility of the LRPC. We do bear a responsibility and commitment to make sure our recommendations are clear, along with our suggestions for an implementation process. To those ends, we are committed to respond as needed to the Bishop's Committee and, if desired, to the parish. We do understand that from this point on, our direction comes from the Bishop's Committee, including how and when this report is presented to the parish. Furthermore, we are ready as individuals to serve on committees or task groups to help with implementation. We clearly have felt the lead of the Spirit in what we share here, and we are called to God's further service at St. David's.

We are aware that implementing a long range plan involves energy, courage, risk, faith, and a great deal of humility before God and each other. While we sense that St. David's is ready for a focused direction into the future, we are aware that change necessary to keep an organization alive and viable needs to be done carefully, allowing all the stakeholders to hold the vision while the plan is assembled and brought to reality. So our recommendations do not envision an "all at once" movement to the future. Rather, we have said from the beginning of this process that we see a "rolling implementation" to our recommendations.

Some recommendations are more tactical than strategic. Many simply point out areas of our life together that could use some energy and excitement and a little faith-based conversation to adjust the way we do things for the common good. In fact, our survey alerted us to situations that have already been addressed easily. Other recommendations do not fall easily into the current parish structure and will require a new committee or task group to study, offer options, and implement as we have the resources of time and money to accomplish them. We hope to present all recommendations with an implementation plan that will excite and energize, not cause a panic or a negative reaction to a seemingly impossible dream.

## III. Strengths and Values We Wish to Keep

In our conversation about our life as a congregation, we have identified areas of general agreement about what keeps St. David's vital and interesting. In our recommendations below, we have identified characteristics, leadership styles, efforts, and values we want to hold up, foster and keep. We also want to say clearly that preserving what we like is not the same as doing nothing, preserving the status quo, or maintaining a museum. In fact, exactly the opposite is true. In order to be alive, St. David's must continue to search, adapt, study, receive new ideas, welcome new people, raise up new leadership, pray and work constantly, remain open to the movement of the Spirit, and find new ways of ministering in an ever-changing environment.

- 1. Remain faithful to who we are as a worshipping community with our openness to creativity and contemporary expressions of liturgy rooted in the Episcopal tradition and theology.** We like the variety of liturgical experiences made possible by the use of alternative wording that changes with the seasons of the church year and the use of good music that alternatively can lift us to new heights and bring us to tears of joy. We appreciate the creative artistic skills in all areas that enhance the worship experience and acknowledge that the creative arts are a major strength. Excellent sermons help us grow

spiritually and be engaged as followers of Christ. The one place the worship committee continues to refine our process is after the closing of worship during the announcement period and postlude where our present practice goes overlong for some.

- 2. Continue our remarkable service and gifts to those in need wherever they may be.** We are a very involved congregation when it comes to outreach, and that offering of time, skill and money is a very visible example of our understanding of the Gospel. It is a very natural outgrowth of who we are as a congregation. The call for more space at St. David's is, in part, a wish to use our facility to benefit our wider community.
- 3. Continue to be an open, welcoming, accepting, inclusive, and caring church, supporting all who come to St. David's and creating a community where people encounter God.** We understand theologically that we are not as much the carriers of Jesus' message as we are the message itself. Nothing separates us from the love of God, and we are as open as we can be to all people. In the words most people use to label churches, St. David's would be considered "liberal" in our theological understanding and openness to people, a sometimes minority view in Indiana. We continually remind ourselves that even within the Episcopal Church and the Anglican Communion there are many views of what is right and good, so that if we are to be seen as open and inclusive, we must concentrate in church on the core beliefs we all share and seek unity in diversity of thought and action. The presence of a separate Anglican church in Brown County underscores the unwelcome divisions among us close to home.
- 4. Finally in 2007, we are comfortable with our strategic location for service and growth at the intersection of two highways at the population center of Brown County.** The gift of land to us from Betty Jean Moore gives us the ability to solve our own septic/sewer challenges, allowing us to improve our facilities to meet the congregation's desire for more space for program and outreach.
- 5. We like a relaxed leadership style that encourages all members to become increasingly involved in the life of St. David's and where many leaders come forward to meet needs and are recognized for their contributions.** We are a congregation of varied skills and life experiences who have much to offer each other and our larger community. We are all ministers of the Gospel and are encouraged to minister.

#### **IV. Recommendations and Implementation Of New Work**

St. David's has a good structure in place to address naturally the opportunities and benefits inherent in the recommendations below. Unless there is a good strategic reason, we will suggest tasks be assigned to one of the following commissions: Buildings & Grounds, Communications, Christian Education, Outreach, Parish Life, Worship, Stewardship & Finance, Pastoral Care, Evangelism. Each commission has a Bishop's Committee member assigned as a liaison to that activity who may or may not serve as chair of specific committees. We do recommend that, when necessary, commissions extend invitations to interested members of the congregation to help with tasks over and above routine commission business. All working groups can benefit

from re-reading comments from applicable sections of the original 22-page questionnaire and survey.

Some recommendations, because of their scope, skills needed, and broad interest, will require new committees to be formed by the Bishop's Committee. The Bishop's Committee carries the authority for most decisions about the long range plan, along with the Vicar and Bishop Waynick. Diocesan canonical requirements apply to some actions.

- 1. Develop a Facilities Master Plan for St. David's that creates new space for both congregational and community use and plans for the integration or replacement of existing structures.** The Facilities Master Plan Committee will seek the services of a professional master planner/architect to help us develop a master plan for our entire property. They will determine the best way to add space to provide us with additional meeting/gathering areas that will be flexible and adaptable to future programming. The master plan will seek parish input and address: septic/sewer issues, restrooms, handicapped and older congregation safety and accessibility needs, storage space, adult/child/infant education space, fellowship space, comfortable seating, office space, parking lot space and need for paving and sidewalks, lighting, acoustics, columbarium/memory garden space, landscaping, utilities, drainage. The master plan should call out natural phases of work so construction can be done in affordable increments. [This plan is very similar to one offered in 2003, only to be stopped by lack of approved septic system.]

*Responsible Group:* Master Planning Committee named by Bishop's Committee

*Accountability:* Bishop's Committee

*Beginning Date:* Immediately after committee is named

- 2. Develop a comprehensive stewardship plan for the next 3-5 years that includes education, study, and implementation of a capital campaign and planned giving program in addition to our ongoing annual pledge appeal. Working with the Master Planning Committee, determine when St. David's has the financial plan in place to move ahead with facility expansion and improvements.** The "three-legged stool" supporting churches financially are the annual appeal, planned giving, and capital fund drive. Implementation of this financial approach requires much thought, planning, and involvement of the entire congregation. Resources include diocesan staff and financial or capital fund drive consultants. Since St. David's has not been involved recently in a formal way in either planned giving or capital fund drive, we recommend expert help and education programs and conversation with the congregation over an extended time frame.

*Responsible Group:* Stewardship Commission, augmented as necessary

*Accountability:* Bishop's Committee

*Beginning Date:* Education can begin immediately. A capital fund drive will need to wait on the Master Plan. Annual appeal and planned giving are ongoing.

- 3. Oversee and supervise construction work at St. David's developed according to the St. David's Master Plan and carried out within the construction budget and scope of the project approved by the Bishop's Committee and Diocese.** A Construction

Committee will need to supervise all aspects of construction and remodeling of facilities and grounds, following the guidelines of the Master Plan. Responsibilities include working with the architect on design and build drawings, selecting a contractor or project manager, holding regular construction meetings, recommending change orders, approving hardware, fixtures, materials, furnishings, etc. The committee may be a smaller group than the Master Planning Committee, and will maintain liaison with that group.

*Responsible Group:* Construction Committee appointed by the Bishop's Committee

*Accountability:* Bishop's Committee

*Beginning Date:* Approval of Master Plan and construction parameters as recommended by the Master Planning Committee and the Stewardship Commission.

4. **Manage the transition time in clergy leadership, ensuring that the long range planning process remains on schedule, that Jonathan's and Deborah's ministries among us continue in the normal mode and are celebrated at retirement, that planning with the Bishop for the interim period after retirement be done on a timely basis, and that we educate ourselves on the processes and theology of transitions.** As part of the long range planning, Jonathan has indicated he plans to retire toward the end of 2009. Bishop Waynick has assured us of diocesan support in the transition to a new priest with options we can choose in the process. Most important now, particularly since we have a long time until the retirement, is to carry on our ministry as usual until we have a firm retirement date. The transition phases to select a new priest will begin at Jonathan's retirement and will include an interim time when we will craft a parish profile, implement our search process, and prepare for a new priest. Bishop Waynick will provide the diocesan search procedure and a consultant for us. She recommends that we begin to educate ourselves about the search process since St. David's has not been involved in a priest search in a long time

*Responsible Group:* Bishop's Committee

*Accountability:* The Bishop

*Beginning Date:* Ongoing through retirement celebrations and search

5. **Continue to educate ourselves about the needs of Brown County, our state and nation, and the world so we can act to bring the Kingdom of God closer to our communities. Be alert for outreach opportunities that St. David's could initiate and do very well.** As noted in III above, one of our strengths is in the commitment to corporate and personal outreach to people in need. We have expressed a desire to know more about the needs of our local community as demonstrated by our involvement in Brown County Habitat for Humanity. We have also begun programs to help our companion dioceses and have supported work through Ian Miller in the Peace Corps, Heifer International, etc. Because of the deep commitment of the congregation to many outreach programs, we have not identified one program that St. David's could undertake in our name. We recommend a regular education program (forums?) identifying the needs of our community and current government and community action plans to address these needs. It would also be a good chance to highlight organizations we now support. A good discernment process will not only prepare us to be even better stewards of our

gifts but also could help identify a unique St. David's ministry to be hosted in new program space here.

*Responsible Group:* Outreach Commission and/or Education Commission

*Accountability:* Bishop's Committee

*Beginning Date:* Fall 2007

6. **Actively work for membership growth, keeping in mind the long-range needs of St. David's for new leadership and younger members. Educate the congregation on the facts about Episcopal Church growth as they apply to our demographics.** In our St. David's study, we wished for growth, particularly for younger families with children and we also want to maintain the closeness of our community that is sometimes lost in larger parishes. Important here is the fact that congregations are in constant flux as people join, become active or inactive, give birth, drop out, move away or die. Vital organizations are those that adapt, and St. David's needs to continue to grow. We need to continue to reach out to potential members using a variety of welcoming plans. The latest study on Episcopal Church growth gives us characteristics of congregations likely to grow and the markers of congregations likely to decline. Good leadership, clear mission, engaging worship, congregational involvement in recruiting new members, and lack of significant conflict are all good signs for possible growth. The opposite characteristics predict decline. We need to be intentional about recruiting new members realizing that we may have a niche for ministry to retirees living in Brown County or relocating in Brown County.

*Responsible Group:* Evangelism Commission

*Accountability:* Bishop's Committee

*Beginning Date:* Fall of 2007

7. **Provide ways to encounter each other and God at ever-deeper levels by continuing to promote social and educational gatherings and worship experiences for these purposes.** This is the most general of our recommendations, but it is one that goes to the heart of the Christian church: it is essential to the mission of any religious congregation to create, sustain, and grow a powerful community where people encounter God. Otherwise, congregations would resemble inward-looking social clubs with little unique sense of purpose. Additionally, there is a strong relationship in the Episcopal Church between growth and the sense that the congregation is spiritually vital and alive. In times of trouble, in times of dis-ease, in times of joy, people of faith turn for strength to their church community and the life-giving, enabling grace of God. We have yearned in our survey for a yet stronger community and the wisdom of God passed down through scripture, tradition and reason. We want continued, growing vitality in worship, fellowship, education, music and the arts, caring, humor, new ideas, quiet reflecting and discerning, prayer time, and growing in faith. Preach the Gospel at all times; when necessary, use words.

*Responsible Group:* St. David's

*Accountability:* To God and each other

*Beginning Date:* Ongoing

8. **Inventory the ways we communicate with members and potential members and initiate new contacts so that we are in touch with all members and potential members several times a month in a variety of ways.** Staying in touch is a cornerstone of building community. Members who experience contact from the church family at least seven times a month are more likely to stay engaged. We do a good job with email, newsletters, announcements, and contact with people active on committees and work groups. Are there other ways that are personal and helpful to stay in contact with those who are less involved, newcomers we are recruiting, or those who miss Sunday service? Would a “buddy system” work at St. David’s?

*Responsible Group:* Pastoral Care/Communication Commissions

*Accountability:* Vicar, Bishop’s Committee

*Beginning Date:* Fall of 2007

9. **Create a task force to plan and implement a year-long, 2009 celebration of St. David’s 50<sup>th</sup> anniversary with a variety of events to mark this significant year in our history.** Fifty years of serving the Brown County area is a significant milestone, and we should make a big deal out of it. The anniversary comes at a time when we will also be celebrating the fruits of our long range planning and celebrating the ministry of Jonathan and Deborah with us. Events could include a Homecoming for former vicars and members, a 50<sup>th</sup> Anniversary arts and music event, a kickoff to a construction project, special decorations and banners, commemorative artwork and history projects, rededication of the church building and congregation, special stationary and anniversary stickers, plan a big party for us and our friends, etc.

*Responsible Group:* Anniversary Committee appointed by the Bishop’s Committee.

*Accountability:* Bishop’s Committee

*Beginning Date:* March 2008

10. **Use of the John McKinney Fund for new work at St. David’s: Use \$10,000 of the fund for Planning and Building Costs that will enhance our outreach to the community and use the balance of this fund to support new ministry with start up or facility or program needs. Appropriate recognition of John McKinney’s gift should be made at St. David’s.** We know that it is John McKinney’s wish that his gift to St. David’s go toward new work. We have interpreted new work to mean action in the name of St. David’s to benefit the community. We have said new work can be either a new mission outreach to the community involving our church members and our money, or it can be improvements to our facility that will benefit that community. Historically, we have proposed use of the fund for master planning in 2003 and also proposed to provide funds and volunteers to the Bean Blossom Health Clinic before that group moved. Appendix 1, Resolution 3 contains the enabling language for use of the McKinney Fund approved by the Bishop’s Committee on August 21, 2006.

*Responsible Group:* McKinney Fund Committee/Bishop’s Committee

*Accountability:* Bishop’s Committee

*Beginning Date:* October 2007

## V. Additional Resources

1. St. David's Parish Survey 2007, 22 pages, available from LRPC members
2. Facts on Episcopal Church Growth, download Adobe Reader PDF file  
[http://www.episcopalchurch.org/documents/FACTs\\_on\\_Episcopal\\_Church\\_Growth.pdf](http://www.episcopalchurch.org/documents/FACTs_on_Episcopal_Church_Growth.pdf)
3. Christopher L. Webber *Welcome to the Episcopal Church*. Harrisburg, PA: Morehouse Publishing, 1999. An introduction to the history, faith, and worship of the Episcopal Church used in St. David's Inquirer's Classes.

## **VI. Appendices**

### **Appendix 1 -- John McKinney Fund Resolutions**

*As amended and passed by the Bishop's Committee August 21, 2006. Resolution 2 was entirely substituted for an original motion proposed by the McKinney Fund Committee following new property information available at the meeting.*

#### Resolution 1

Be it resolved that the Bishop's Committee institute a planning process leading to a strategic long range plan for St. David's future at intervals of the next five, ten, and fifteen years; and be it further resolved,

That the Bishop's Committee establish a long range plan committee made up of three Bishop's Committee members, two members of the clergy and staff, and four members of the parish to conduct the long range plan process, and that they select a consultant to guide the committee process. The budget for the committee will be set by the Bishop's Committee, using funds from the McKinney Fund or other sources as recommended by the Treasurer.

#### Resolution 2

Be it resolved that the Bishop's Committee authorize Doug Miller and the property committee to negotiate and offer to purchase from Mrs. Betty Jean Moore enough property south of the church to allow for a septic field and expansion of church program. St. David's may offer to pay any survey costs and a purchase price not to exceed \$7,500; and be it further resolved,

That Jim Huber work with the diocese to clarify and implement the purchase procedures necessary to acquire the land.

#### Resolution 3

Be it resolved that the Bishop's Committee continue to hold the remaining balance of the McKinney Fund in trust until such time as the long range planning committee or property committee complete their work and report findings and recommendations to the Bishop's Committee and the parish, at which time the Bishop's Committee can determine if proposed new work fulfils the definition of "new work at St. David's"; and be it further resolved,

That the Bishop's Committee re-affirms our commitment to our ongoing outreach programs, and asks for prayer and support for both our current outreach efforts and our long range planning process.

## **Appendix 2 -- St. David's Long-Range Planning Committee**

### *Suggested Organization and Mandate for the Committee*

October 24, 2006

*NOTE: The following is a summary of recommendations from our consultant, Debbie Asberry, after a meeting Friday, Oct. 13 with Jonathan Hutchison, Gene Niednagel, and Phyllis Sindlinger and approved by the Bishop's Committee.*

1. The Planning Committee should be a small, manageable group. The recommended size for St. David's is four to six people, a chair and three to five members who will head or be liaison to various sub-committees and task groups.
2. We need a group of people who can commit time and energy to this project; the heaviest work probably will be on the front end. We are hoping for a six-eight month process.
3. The primary role of this group will be to coordinate, integrate, and manage the planning/visioning process. This group will interface with the congregation throughout the process, creating sub-committees as needed to get certain tasks done in a particular frame of time. This group will be accountable to the Bishop's Committee and, by extension and good communication, to the Congregation. The mandate for the Planning Committee is to report its specific findings and recommendations to the Bishop's Committee and then to the congregation for action and implementation. The Planning Committee will need assurance by the Bishop's Committee that the ultimate product of their work will indeed be acted upon. *Therefore, the Bishop's Committee must be involved in the conversation from the beginning, giving counsel to the Planning Committee and considering a "rolling implementation plan" where things begin to happen immediately while other aspects of the work evolve over time.*
4. The members of the Planning Committee need to be able to commit to working 'off line', that is, the expectations that the work involves more than showing up for meetings. Our meetings will only be successful to the extent that work has happened between the times we gather.
5. It would be very helpful if everyone is connected to a reliable email program and has access to a computer. A lot of communication will happen between meetings with the need for edits of documents, insights, comments relative to whatever we are working on,

and so we need members to be able to respond in a timely manner to the emails. We will probably create a distribution list of members for all of our communications.

6. We need someone who understands communication processes, who will be responsible for keeping the congregation apprised of all that is happening in creative and engaging ways.
7. It would be helpful for some of the members to have participated in visioning or strategic planning to some degree in their past experiences.
8. At the beginning, we will need to look at any mission statements for St. David's and decide the degree to which the statements are relevant for this moment in the life of St. David's, so we can assume that work with mission will be a part of the initial exploration. The Planning Committee, Bishop's Committee, and congregation will need to adopt or reaffirm our St. David's Mission Statement.
9. Additionally, the theological and pragmatic issues of stewardship will be integral to this work, in light of the fact that additional funds may need to be raised in order to realize the vision or preferred future that is articulated by virtue of this process. The Planning Committee will need to be comfortable with this aspect of the process/work.
10. We need people who work well in teams, who are comfortable with diverse opinions, who enjoy living in the unresolved long enough for discernment to happen, who will not be confrontational or competitive in advocating a particular viewpoint or direction, but who are comfortable standing their ground when need be. This process will involve discernment and consensus as a way of making decisions and moving forward. In this regard, the process will probably not look like what people are used to concerning strategic or operational planning in their places of work.
11. We need someone who will be willing to act as chair of this group. The role of chair will be to work closely with Debbie Asberry to keep the project moving, to monitor progress of assigned tasks, to work with Debbie in developing an agenda for the meetings, to organize and coordinate the meetings, which includes sending out agenda's ahead of time, following up with details, working with the communication person in drafting communications to the congregation, etc.
12. We don't have to have every competency available to the Planning Committee. When we need expertise in a certain area, we can invite that into our conversation and processes on an 'as needed basis'. So, we may decide to have an architect's mind on our core group, or we may decide that when we need that kind of insight and knowledge, we will invite those people into the process for a particular period of time. This should be communicated clearly to the congregation, that everyone will be involved in this process to some degree at one time or another.

### **Creation of the Long Range Planning Committee**

– *From Bishop’s Committee minutes, November 2006*

A nominating committee of Jonathan, Phyllis and Gene proposed the Long Range Planning Committee be made up of 6 persons plus two ex-officio members and our consultant, Debbie Asberry. Gene related the factors the committee considered in selecting the Committee nominees. He placed the names before the Bishop’s Committee. Phyllis moved that these names be accepted as the Long Range Planning Committee members. A voice vote resulted in all “ayes.”

*Long Range Planning Committee*  
Bishop’s Committee Meeting, November 20, 2006

Using the job description developed by Debbie Asberry, a nominating committee of Jonathan Hutchison, Phyllis Sindlinger, and Gene Niednagel proposes a Long Range Planning Committee of six persons plus two ex-officio members and our consultant.

We move that the Long Range Planning Committee made up of the following people be appointed by the Bishop’s Committee to develop a comprehensive report and make recommendations to the Bishop’s Committee during 2007:

St. David’s Long Range Planning Committee nominees:

Mike Day, Sandy Fittz, Deborah Hutchison, Maggie Linscott, Doug Miller, Gene Niednagel, the Vicar *ex-officio*, the Senior Warden *ex-officio*, Debbie Asberry *Consultant*.

### **Appendix 3 – Mission Statement**

*St. David’s Mission Statement*

**"To do and to be the Gospel of Jesus Christ in the world".**

Reflection on Mission Statement:

"The work of Jesus was not a new set of ideals or principles for reforming or even revolutionizing society, but the establishment of a new community, a people that embodied forgiveness, sharing and self-sacrificing love in its rituals and disciplines. In that sense, the visible church is not to be the bearer of Christ’s message, but to be the message."-- Stanley Hauerwas

## Appendix 4 --

# St. David's Long Range Planning Survey Summary Including Parish Comments

### Dear People of St. David's,

Thirty individuals or households responded to our Parish Long Range Planning Survey. Given our average attendance of 53 and our number of "pledging units" (41), we think it is fair to say that this response represents the perceptions and opinions of about two-thirds of our core community. An impressive level of involvement.

As we worked our way through these detailed (twenty-one single spaced pages and about 14,600 words) reflections about St. David's, we were impressed both by our community's like-mindedness about certain core themes and our community's tremendous diversity and creativity of thought and vision.

This document represents a distillation of the survey responses. Its primary focus is the discovery and description of what our community holds in common. For those of us who want to explore the full range of our members' responses, the survey answers have been recorded in their entirety in a larger document which is being emailed along with this summary to all community members who have email technology. For those who don't, copies will be available on the table in the church foyer.

As we pondered and organized the survey data, we also considered what was shared in the three parish conversations which took place during March, attended by 57 parishioners. Included, too, were the hopes and prayers written on the "garments" which were a part of our Palm Sunday liturgy, those strips of cloth we laid down before the Messiah and which, stitched together, currently hang in our sanctuary.

What follows is a summary of our community's collective thoughts, reflections, opinions, dreams, and visions. Although the compilers have made observations about recurring themes and have included some ideas that have come up in conversations apart from the survey and the parish gatherings, none of these are conclusions. The conversation continues... • • **Added after the double dots [• •] at the end of each question are comments from two parish meetings to receive feedback on the Survey Summary document.**

## SURVEY SUMMARY

### OUR FAITH COMMUNITY

#### **(worship, faith formation, fellowship, educational programs)**

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*1. What do you consider to be the most important aspect of the St. David's Christian community?*  
St. David's is a welcoming, accepting, caring community, open-minded and inclusive. We engage in rich, relaxed and meaningful liturgy and worship. We provide loving support for one another. Our community is structured in a way that encourages openness and involvement. We have a relaxed atmosphere and leadership style. Our members live out a remarkable participation in service to the larger community. [To this the LRPC adds: We share a sense of

humor and a tendency to not take ourselves too seriously. We are a community of idealists.]

• • **Our community has idealism but also acts on those ideals. We love each other. Involvement in the local/regional/national community by all congregants.**

2. *If there was one thing you could change about the community as it currently exists within this parish, what would that be? What would that give you that you don't already have?*

Many of us yearn for more and better physical space for parish social and educational gatherings. Many of us long for more young families, youth and children. Many would like to see intentional programming for children. Many express a longing for opportunities to get to know one another better and to deepen spiritually. • • **Specifically, "Dinners for 8 or 9" we need to invite new people and also perhaps have a theme to the dinners for discussion. There is a big need for more physical space and to keep the parish hall (needs many renovations) may require a cooperative effort between St. David's and Historical Society.**

3. *What was it about St. David's Church that attracted you?* The music. The liturgy. The whole worship experience. The opportunity to engage in Episcopal liturgy in Brown County. The love, acceptance and concern shown by the church community. The emphasis on outreach. [To this the LRPC adds: The lack of factions.] • • **St. David's has the proper combination of old and new liturgy and music.**

4. *What keeps you at St. David's?* Our sense of inclusive community, spirituality, commitment to one another. The quality of the music and worship. Our sharing in outreach projects. The sense that St. David's is a safe place emotionally. • • **Our interest in long range planning and improvements. We also serve retirees well.**

5. *Is there something that we could do that would attract more people to our parish? If so, what would that be?* Improve the facilities. Intensify outreach. Offer more activities at church during the week including the hosting of "outside" community activities. Provide more options for youth. Make the church known through better marketing. The focus should not be on growth in numbers but on growth in our capacity to incarnate the love of God in the world. • • **Start a Junior Choir. Let the community know of our Outreach programs. Clergy attract people near their own age. Our niche may be retirees.**

6. *Does St. David's have a particular role as a Christian community? If so, how would you describe that?* To practice outreach – both as individuals and as the St. David's community. To provide a place where diversity is welcomed, love is practiced, reconciliation is valued, all informed by the example of Christ. To be a creative center – particularly musically. To nurture leadership. To represent the Episcopal tradition in Brown County. To find a way to include and reconcile people who hold divergent opinions and beliefs.

7. *What do you consider to be the most important aspect of the worship at St. David's, as it currently exists?* The creative liturgy. The variety and quality of music. Good preaching. Frequent communion that does not exclude anyone. The passion of the leaders and the community for meaningful worship that meets people where they are.

8. *If you could change one thing about the experience of worship at St. David's, what would that be? Why?* Redesign worship space with more seating that allows us to see one another. Shorten the announcement time. [Our community generated a wide variety of responses to this question. The LRPC encourages a reading of the responses in the full survey document.] • • **The chairs are uncomfortable. Possibly announce prior to reading of the announcements that people are welcome to leave if desired to prevent embarrassment (and before the closing music). Do a better job with the written announcements and with encouragement to read announcements. There was much discussion to the answers for this question. One commented that the worship space does not need redesigning.**

9. *What do you consider to be the most important aspect of your lifelong growth in faith, character, service and fellowship (formation) and the Christian education opportunities/programs that are provided at St. David's?* Opportunities for spiritual growth through workshops, sermons, Bible study, and discussion groups. [Our community generated a wide variety of responses to this question. The LRPC encourages a reading of the responses in the full survey document.] • • **Refer to Subcommittees for consideration.**

10. *Is there anything you would like to see changed or added concerning on-going formation and Christian education?* More Bible study opportunities. Regularly scheduled and consistent Sunday school and forum programs. • • **Concerned that additional programs and activities offered do not generate enough attendance. Possibly arrange a forum(s) on other religions, Christian denominations, etc. Determine better what might bring us together more effectively as God's people and would it be more enticing with food/meal involved?**

*SOME THOUGHTS about what seems to be emerging regarding our identity as a faith community:*

- *We appear to have a strong consensus about who we are as a worshiping community.*
- *We wonder if a message is emerging that we need more physical space for the Narthex (foyer) and Sacristy.*
- *It sounds like we clearly desire to have a worshiping community that is rooted in the Episcopal tradition and yet offers opportunity for creativity, and contemporary expressions of our theology and tradition.*
- *It seems as though there is a yearning for opportunities to go deeper spiritually through Bible study and other opportunities for continued education.*
- *It sounds like there is some desire for growing our capacity to serve families with children, the dilemma seems to be whether or not we create the space and wait for them to come, or wait them to come before we create the space.*

## *MISSION, OUTREACH, & MINISTRY*

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11. *What do you consider to be the most compelling need of our surrounding community?* The needs of the poor: soul care, food, shelter, education, health care, transportation, affordable housing, proper sewage treatment. Reconciliation in families. An emphasis on the need to help people develop skills that would move them out of poverty. [The LRPC observes an underlying desire to transform social systems that create poverty.]

12. *If St. David's was to decide to do 'something and do it very well' in the area of outreach and ministry, what would it be?* Develop a community arts program using our creative gifts. Provide educational opportunities for children. Provide space for community groups. Provide transportation. [Our community generated a wide variety of responses to this question. The LRPC encourages a reading of the responses in the full survey document.] • • **Educational opportunities for children. Transportation to Senior Center (Partnership with others to medical appointments, etc.) Room for Mother's Cupboard. Education (we have many teachers). We can continue our other activities and interests. Counseling service for poor people (coordinate with Family Social Services Agency) Medical clinic for underserved. Daycare for elderly or for children.**

13. *Does St. David's have the capacity to implement the program listed in #12 above?* Seven respondents answered "yes" and seven respondents answered "no" answers.

*If not, what would we need to do in order to be able to respond?*

Space, space, space – bigger and better facilities. Handicap accessible van & drivers.

Involvement of most of our members. • • **Must wait – dependent on answers to Question #12 and who/how we partner. Need to talk to the community agencies (i.e., Triad for transportation, FSSA, SCCAP, Salvation Army, etc.) Caution, building expansion dependent upon function – may not be most appropriate for Outreach but helpful for our worship. Suggested giving 10% or our budget for "Outreach" (or trend to that goal).**

14. *If Jesus moved to Brown County in the year 2007, what do you think he would take up as his ministry?* He would provide for the needs of the poor in a variety of ways. He would teach us to love one another. [To this the LRPC adds the belief that Jesus would ask us to focus on the care and preservation of our planet. Our community generated a wide variety of responses to this question, most referring to the manifestations of God's realm on earth. The LRPC encourages a reading of the responses in the full survey document.]

*SOME THOUGHTS about what seems to be emerging regarding our mission and ministry:*

- *It seems like we are in agreement about a call to serve the poor and very diverse in our opinions about what form that service might take. But there seems to be consensus that our current physical space is not sufficient to providing a 'corporate presence' in the community.*
- *We wonder if whatever physical space is created for out-reach should be designed to be a flexible, shape-shifting structure that could accommodate both community outreach needs and fellowship/gathering needs of the parish.*

*STEWARDSHIP (time, talent, treasure, governance, leadership)*

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15. *What do you consider to be the most challenging issue related to managing our financial, human, and physical resources?* Our lack of adequate facilities to support our vision of ministry. Encouraging greater contribution of time, talents, and dollars. Our small numbers. Inadequate financial resources to finance a major building effort. [The LRPC guesses that, if the community had been aware of the Vicar's intention to retire at the end of 2009 at the time of this

survey, the challenge of making that transition and calling a new priest would probably have been listed in response to this question.] • • **The emphasis of how best to use our limited time/financial/people resources is our main challenge. Need to know grant availabilities. Question the need for growth (is it good or bad and is there more participation when small?) We have plenty or room in the sanctuary but need a bigger entry/handicap bathroom facility.**

16. *Is there anything you would like to say to the Bishop's Committee or the Long Range Planning Committee concerning the issue of Stewardship?* The community affirms St. David's strong volunteer ethic, the congregation's generosity. [The LRPC notes and affirms one request for continued emphasis on growth in giving, including education about bequest.] • • **Zero in on one or two objectives rather than many.**

17. *If money were not an issue, is there anything you would change at St. David's?* Bigger and better facilities. [Our community generated a wide variety of responses to this question. The LRPC encourages a reading of the many suggestions in the full survey document.]

*SOME THOUGHTS about what seems to be emerging regarding our stewardship of time, talent, and treasure:*

- *It seems that there is some concern that we may not have the physical and financial resources to achieve our vision of expanded facilities.*
- *It appears that we place a high value on the gifts and talents manifested within our congregation, and on our generosity in applying them (and our treasure) to the work of representing Christ in Brown County.*
- • • **Summary – 6-24-07: Friendship and togetherness are our unique gifts. Sometimes we need to take a chance and have faith.**

**The original survey data is available to all St. David's members. It is not reproduced here because of its 22-page length but may be requested from any LRPC members. We recommend that all committees refer back to the original survey for all parish comments and thoughts.**

## Appendix 5 -- **Circles of Conversation Parish Meetings** *St. David's Discernment Gathering Agenda*

- Gather in Parish House
  - Grace
- Buffet style meal
  - Allow time for people to eat
- Introduction:
  - History:
    - John McKinney's vision of a new project & his monetary gift to support that vision
    - Parish visioning process in 2002
  - Long Range Planning (LRP) purpose:
    - Help us discern St. David's .....
      - identity (who are we?)
      - community (how are we Christ's body?)
      - ministry (what are we doing in the name of Christ?)
      - mission (what is God calling us to be & do?)
    - Then use these understandings to guide us to clarity about stewardship:
      - specific programs
      - property
      - facilities
    - A helpful image to hold this information is a Chalice
      - Holds our attempt to please God
      - Sees our offerings as holy
      - Many offerings become one – unity out of diversity
  - Hoped for outcomes of this gathering
    - Based on our conversation, a clearer understanding of who we are, who we are called to be and how we are called to express that through ministry
    - Create forward momentum for our continued discernment as we move toward the more specific questions and answers of the congregational survey
    - Other hopes and expectations?
- Opening prayer
  - Read the Oscar Romero meditation (attached) aloud, with different voices reading each paragraph.
  - Time for silent reflection
  - The Meeting Prayer (attached) in unison.
- Share the Listening Hearts discernment guidelines (attached)
  - Participants to take turns reading the guidelines aloud, pausing between them.
  - Discernment: Creating space for God to speak and for us to listen.
- Congregational Discernment Conversation
  - David Cooperrider, the founder of Appreciative Inquiry, says, "An organization moves in the direction of the question it asks."
  - Our questions at this time are
    - Why do we, as St. David's, exist?

- Who do we, as St. David's, serve?
  - Reminder: We need to see things whole. (Chalice Image) We are discerning Identity and Purpose.
  - Invite responses (Brainstorm)
    - Use discernment guidelines.
    - It's always OK to ask for a moment of silence if the conversation is becoming chaotic.
- Talk about what comes next:
  - Survey
    - An opportunity to become more specific and concrete
    - Let the process of answering the survey questions be prayerful, anchored in silence and listening.
    - Responses will be anonymous
    - Answers will be shared unedited with the congregation – no secrets
  - We will all be paying attention to shared images, visions, themes that may arise in the survey responses, as a guide to our next step.

*Closing prayer: 'we' version of the Merton Prayer*

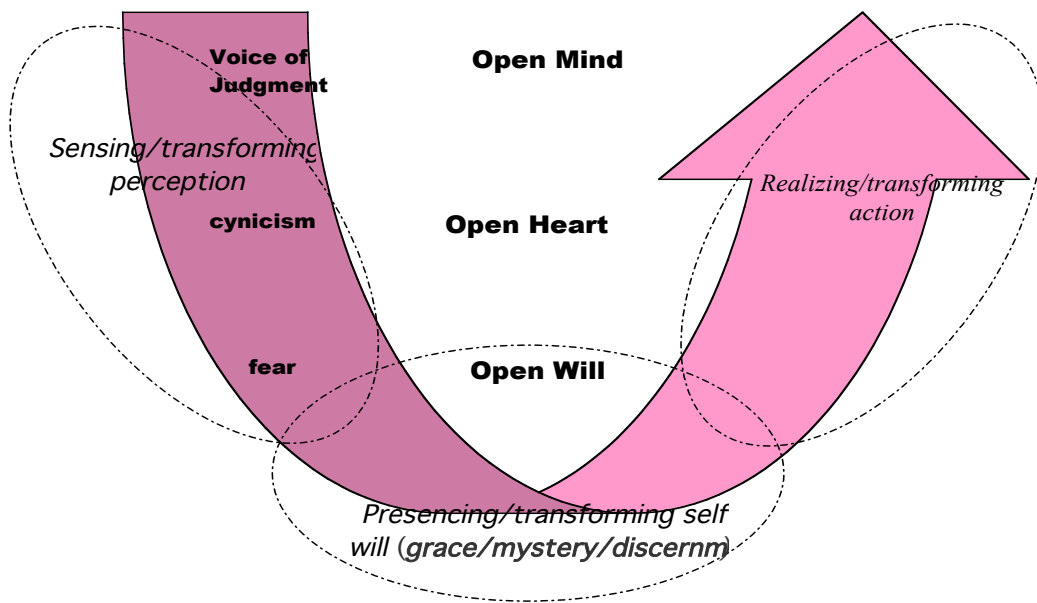
### **Appendix 6 -- Discernment Listening Guidelines:**

1. Take time to become settled in God's presence.
2. Listen to others with your entire self --  
senses, feelings, intuition, imagination, and rational faculties.
3. Do not interrupt.
4. Pause between speakers to absorb what has been said.
5. Do not formulate what you want to say while someone else is speaking.
6. Speak for yourself only, expressing your own thoughts and feelings,  
referring to your own experiences. Avoid being hypothetical.  
Steer away from broad generalizations.
7. Do not challenge what others say.
8. Listen to the group as a whole – to those who have not spoken aloud  
as well as to those who have.
9. Generally, leave space for anyone who may want to speak a first time  
before speaking a second time yourself.
10. Hold your desires and opinions – even your convictions – lightly.

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Appendix 7 – “U” Theory of Decision Making and Action Process

**Theory U**  
**Spiritual Disciplines and Shadows**



*Shared with LRPC as stages of long range planning by Debbie Asberry.*

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