



Christ & Holy Trinity
EPISCOPAL CHURCH

STRATEGIC REVIEW 2005

Presented to The Vestry on June 21st 2005

STRATEGIC REVIEW 2005

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STRATEGIC REVIEW 2005

1: Preface

The last Strategic Review was presented to The Vestry of Christ & Holy Trinity (C&HT) on June 14th 1993 shortly after the appointment of Rev. John H. Branson. This review led to the formation of a Property Implementation Committee and a Capital Campaign 'The Gift of Legacy'. The resulting refurbishment and development has enabled the ministry under the leadership of our Rector to prosper over the intervening years.

The 2005 Committee have benefited from the advice and guidance given by leading members of this previous and highly successful review and campaign.

Other reports were made available including the Task Force For Vision Report presented to the Vestry on January 16th 2001.

The Vestry instructed a Strategic Review to take place under Steve Kretsch who was subsequently forced to relinquish the chair due to relocating to The Netherlands. The surveys and work under his direction were passed to the new chair in November 2004.

The Committee¹ would like to thank the Rector, Wardens and Vestry members for their support and active interest that has instilled a spirit of close cooperation and enabled a number of recommendations to be acted upon in advance of the formal presentation.

2: Background

The Strategic Review Committee was tasked by The Vestry to prepare a strategy to guide the Church in developing its ministry. In carrying out this project, consideration was given to local demographics, national trends, ability to attract new members, retain existing members and parishioners and to finance its ministries / activities.

C&HT is a vibrant community with expanding ministries and a growing congregation. The Church has committed itself to expand the Youth and Music Ministries² ahead of securing revenues to pay for additional costs. This bold decision of faith has focused

¹ See list of members in Appendix 1

² 75 children are in two year Confirmation program, 90 participants in four choirs, 193 registers Church School students and 22 Inreach and Outreach activities

attention of The Vestry on the immediate need to balance the budget and to have a clear strategic vision for the way forward.

The Strategy Committee in developing their proposals started from the pleasant position of how to manage growth rather than how cut and downsize. Growth inevitably brings its own problems and the identification of these issues has been an essential starting point when looking at individual ministries.

The Committee was most conscious that this review does not attempt to make future decisions and cannot replace intuition and judgment. Decisions can only be made in the present and as such this set of documents have been developed to help to set out the choices that need to be made.

The Committee has met ten times since November. In addition there have been numerous sub-committee meetings. In total, 53 members of the Church have been involved in this process.

The process has been overseen at an executive level by a small group comprising of the Rector (Reverend John Branson III), Assistant Rector (Reverend Andrea Martin), Warden (William Gordon, III) and Strategy Review Chair (Timothy L Davies). In addition presentations have been given to The Vestry both at regular meetings and during their annual retreat.

3. Methodology

The following approach was taken by the Committee in organizing this Review;

- **Timeline:** To report back to The Vestry by June 30th 2005³
- **Process:** The following phases were adopted –
 1. Establish Sub-Groups covering all ministries / activities
 - Research, evaluate, form a vision⁴ of options, set out requirements and establish options
 - Reconcile inter-dependencies, assess property and space requirements and evaluate financial needs.
 2. Form property and finance groups to evaluate proposals and options at a high level.
 3. Finalize Strategic Review in which The Vestry would be given a range of options
- **Sub-Groups:**
 - Stewardship
 - Church School (Education)⁵

³ The process was started in November 2004

⁴ This required each group to reach out to test how bold they could be to gain an appreciation of where the Church could be over the next 5 years plus.

- Music Ministry
- Preschool
- Youth Ministry
- Adult Education (Ministry)⁶
- Inreach/Outreach/Worship
- Communication
- The Church (Administrative)
 - Parish Administration
 - Demographics
- **Property and Finance** (Capital / Fund Raising)

All reports have been written to conform to a standard outline⁷ to provide consistency and make comparisons easier.

4: Description of Role

The Statement of Purpose for the Church – *Learning to Grow and to share as a community in Christ* – was used as the reference point for all the recommendations contained in this review.

The Strategic Review is a systematic approach to help maneuver C&HT over time through the uncertain waters of its changing environment to achieve prescribed aims.

5: Current Situation

Each sub-group report has detailed the strengths and weakness of their respective areas. This report summarizes these points but does not attempt to duplicate the comprehensive range of recommendations.

In striving to be better it is inevitable that the focus is on improvements. This is a result of the Church’s success and in no way is meant to take away from the many strengths evident in all aspects of life at C&HT.

- **Strengths:**
 - An exceptional rector as evidenced by the growth of the Church during his ministry and the love and loyalty of its members. Pastoral care, a feeling of community, family and warmth are the primary factors that encourage people to stay at C&HT with music and spiritual involvement coming next.
 - A strong team of ministers and Church staff from the Sextons to the Assistant Rector.

⁵ Recommended to be renamed Church Education

⁶ Recommended to be expanded and renamed Adult Ministry

⁷ Reference Appendix 2 for Draft Outline

- A core group of high level pledging families⁸. (17% of families contribute 54% of pledge income of receipts)
 - A strong base of families who support many programs.
 - Families involved with activities at the Church form the core of pledging units. (Percentages range from high 80% 's to 100%)
 - Hugely successful and quite unique⁹ Music¹⁰ and Youth Ministries as evidenced in their growth and the high number of children in the confirmation program.
 - A Church School program with 175 registered students. (The Church School considers a more appropriate title would be Children Education).
 - A Youth program that has expanded to cater for two main groups: Middle School (grades 6-8) and High School (grades 9-12).
 - Having a preschool situated in the center of the town providing a Five's Program¹¹ and teaching of Christian principles. It is the visible presence of C&HT to the local community irrespective of denomination or faith.
 - The Preschool makes an annual surplus sufficient to meet the financial commitment of maintaining its share of the premises at Seabury.
 - A core membership of Adults who manage many of the support activities within the Church and whose members are major contributors.
 - The Church offers a wide range of Inreach and Outreach programs.
 - C&HT has the reputation of a welcoming facility in the area and is well known for making rooms available and sharing its space with other groups outside the parish.
- **Weaknesses / Risks:**
 - The current Stewardship 'annual pledge campaign' is no longer adequate to meet the growing needs of the Church¹². The current forecast deficit for 2005 is \$90,000 and could grow if all costs were fully annualized.
 - It has not been possible to extract key statistics from the Church database to analyze the age groupings of adults, how long they are members and why they leave.
 - The lack of fellowship activities for adults (young and older) must have a detrimental effect on membership, retention and pledging.
 - The lack of adequate space has become a limiting factor. This affects the growth of the highly successful music program and youth ministry; the attractiveness of the preschool; is a limiting factor for the church school (ability to accommodate a larger student base, curriculum alternatives, student experience) and possible expansion of adult education into an adult ministry.

⁸ Families pledging \$5000 or more per year.

⁹ Choral experience begins at age 4 and is designed to be inclusive and encouraging. Unlike other churches in line with the Anglican tradition children are not 'weeded out' through audition if they are not suitable to sing treble/soprano in the full parish choir.

¹⁰ Number of children has grown from 30 to over 70 since 1999

¹¹ Five's program is designed for kids who need an extra development year before kindergarten.

¹² 46% of family units do not pledge. This percentage includes prospective members.

- With 75 regular attendees, but 175 registered students, there is a great potential for expanding the Church School and its impact. Further, it's possible that we're losing some potentially active families from the Church. Key issues to address are:
 - Theme, structure and timing of the 9:15 service, and coordinating with Church School activities and scheduling
 - Space limitations
 - Developing much stronger parental involvement in Church School and in supporting Christian education outside of Church School.
- Music:
 - The success of the music program for both children and adults has led to 'over-reach' and concern as to whether the current program can be sustained.
 - No linkage with preschool music program¹³.
 - Lack of space, especially rehearsal space, has become a limiting factor to growth.
- Preschool:
 - There are three areas¹⁴ that need addressing whatever action is taken regarding the number of pupils or its physical amenities. These are:
 - The governance relationship between the School Board and the Vestry is in need of strengthening.
 - The financial relationship between the School Board and the Vestry is unclear and a source of frustration to both.
 - It would be beneficial to further enhance the Episcopal identity of the Preschool. This includes using more resources of the Church such as music and the ministry provided by the School Chaplain - Assistant Rector.
 - There is no waiting list. An outward expression of a vibrant preschool is reflected in its waiting list. There is a financial risk if numbers continue to decline.
 - The physical space is in need of repair and updating and constitutes a risk¹⁵.
 - The Bylaws of the Preschool need rewriting as they are outdated.
- Communications:
 - The overall communications of the Church can best be described as patchy and the highly visible Web site, largely ineffective.
- Youth Ministry:
 - The lack of accommodation is the most serious and limiting factor.
 - A Church vehicle¹⁶ (if donated) would be a huge assistance reducing the high cost of renting.

¹³ Negotiations to remedy this have started aided by the fact the current arrangement for the preschool is due to finish.

¹⁴ These three areas are under review by The Vestry and the School Board

¹⁵ An appraisal is currently in the process of being prepared and will be available in early July at the latest.

¹⁶ Currently parent drivers help.

- Adult Education:
 - Unlike Youth which has a designated minister with the emphasis on fellowship and education, adult activities are concentrated around education.
 - The number of participating families is low.
- Inreach/Outreach/Worship
 - The lack of lay leadership is the main reason activities have diminished.
- Parish Administration:
 - Human resource policies and practices need to be updated. The growth of the Church and its many activities will require professional help. The risk of not taking appropriate action may result in the loss of key staff.
 - The result of providing low-priced space to outside groups is more wear and tear on the facilities and increased maintenance costs.

6: Assessment

Each report within this set of documents has attempted to establish the current situation by the most accurate means at their disposal. This has involved all or some of the following:

- Distributing and analyzing questionnaires.
- Seeking input from focus groups.
- Gathering information for the Church database.
- Contacting organizations within the Episcopalian Church at diocesan and national levels.
- Speaking to other churches (cross denominational and faith).

Care should be taken in putting particular emphasis on questionnaires and focus groups as they were not independently carried out and not, therefore, confidential. While the feedback is highly relevant, points of criticism were not gathered.

Special thanks are given to Mr. Peter Cheney, President of the National Association of Episcopalian Schools. Through this organization we were able to gain access to published information, benefit from a broad experience and receive sound advice. During this exercise he visited C&HT and met with a selection of Vestry and School Board members.

7: Findings

- **Stewardship**
 - Stewardship campaigns work best as year round ministries.

- The correlation of giving habits is in involvement not wealth or demographics¹⁷.
- **Church School: (Youth Education)**
 - Coordination with the 9:15am service.
 - Challenging classroom space in both Seabury and MacKenzie.
 - Weak parental commitment and connection with the program.
 - Challenges with discipline.
- **Music**
 - ‘Quality, musical education and spiritual growth’, ‘brining parents to the Church’ are some of the highly positive comments received.
 - Discipline and the need for greater parental involvement are required to help improve the standards still further.
 - Leadership, commitment to excellence and challenging repertoire came through for the Parish Choir.
- **Preschool**
 - The school is chosen because of its open commitment to Christian values (chapel service and prayers before meals); 5’s program (there are few in the area); its location; early drop off and extended day option.
 - Some parents asked for more academics. Many would like physical improvements to the building; concern that growing the school would lose its feeling of a close community.
- **Youth**
 - The Church has 200 youth who could potentially be members of this Ministry indicating the potential growth - only 100 are active.
 - Westport School District is projecting an increase in middle and high school students through the 2014 school year.
- **Adult Education**
 - Of the 538 member families of the Church only 84 participate in adult education.
- **Inreach/Outreach/Worship**
 - Approximately 35% of parish families have a member in at least one ministry / activity.
 - Few of the ministries operate under a formal meeting plan with new volunteers being ‘channeled’ to ministry areas.
- **Demographics**
 - The Demographic survey covering 57 respondents was small but indicated the membership base of the Church was sound. The loss of members was estimated at 10% but this needs to be confirmed by greater analysis.
- **Communications**
 - A Communications Steering Committee was initiated in the fall of 2004. This developed into a planning effort impacting all forms and protocol of communication to better serve the internal and external communities.

¹⁷ As proven by the high 80% plus of pledging from family units who are involved in one or more activities. See individual reports.

8: Dependencies

The ministries and activities of the Church cannot be reviewed in isolation. The overriding ministry that touches all others emanates from the Rector and to a lesser extent from his staff of ministers, lay members and administrators. The feeling of family, pastoral care and spirituality all flow down from the leadership making many tasks and issues possible and acceptable when in other circumstances they would be major obstacles.

The dependencies between different areas are reflected in the numbers of Church members supporting an activity and in the financial support given through the annual pledge, special donations and in time and support. As in many other aspects of life success breeds success just as failure can lead to a knock-on effect of negativity and dramatically reduced support.

For C&HT the balance of managing success inevitably means areas can be taken for granted. Problems can be hidden resulting in corrective action being delayed to the detriment of the Church as a whole.

The Strategy Review found:

- The leadership to be highly regarded and respected and the resulting spirituality to be a great strength of the Church.
- The Music Ministry is an undoubted success but one that needs to be supported. Many older parishioners are drawn to C&HT because of its music and the growing youth choirs attract many families who are pledging members¹⁸. The dependencies for this ministry are the Church School and Youth Ministry. Churches that are strong in both music and education have greater overall involvement from members. More can be done to bring the Preschool into this successful mix.
- The Church School dependencies include parents willing to devote the time necessary to Church so that their children can attend Church school (i.e. are there other activities for the parents that they are interested in participating in, while their children attend Church School?), property - including Seabury (where they are not the prime users and have many restrictions imposed), Mackenzie (where the physical layout presents many challenges), the relationship to the 9:15am service and other activities such as the junior choirs and acolyte activities.
- The Youth Ministry depends greatly on Church School providing a solid biblical foundation and maintaining children's interest through sixth grade. Children who actively participate in Church School are most likely to continue their involvement in Youth activities, confirmation and missions. The other dependency is with the Adult (Ministry) as parents are more likely to bring their children to Church if there is an adult and youth education opportunity at the same time.

¹⁸ Family units involved with music pledge at rates from 86% to 100%

- The Preschool is largely out of the loop of Church activities despite it being an important ministry. This can be changed through integrating the music teaching with the Director of Music and his staff and by enlarging the role of the Chaplain (Assistant Rector). The Committee believe it is no coincidence that the lack of inter dependencies are reflected in the issues between The Vestry and School. The Preschool is dependant on the Church for its premises and its Christian teachings.
- Adult Education in its present form is largely independent from the youth ministries. This would change if it broadened into an Adult Ministry catering for younger adults. Failure to do this possibly leads to the loss of adult members once other activities enjoyed by the family have finished due to children having grown up. Inreach/Outreach and worship activities try to address this 'empty nester' problem but only reach a comparatively small number of family units.

9: Property

How the Church's current property portfolio is refurbished and / or developed will determine the scope / limitation of any strategic vision. The options to move forward have been reviewed by a property sub-group and many options are achievable provided that a capital campaign is launched.

For the Youth & Music Ministries to grow, more space is needed. In addition, the lack of suitable space (in MacKenzie & Seabury) is a major impediment of the Church School. The other consideration is Seabury and its major user, the Preschool. At the time of writing an assessment is being prepared as to the suitability of Seabury for the current usage.

The alternatives requested by the various sub-groups have been evaluated by the Strategic Property Group and the financial implications of a capital campaign have been assessed. It should be noted that the current Church buildings are on the limit (or exceed) the coverage allowance under current zoning regulations. Any new building is therefore going to require approval of a variance.

Option 3 (a new 3000 sq.ft. multi-purpose Room - refer to Property Report) represents the 'middle ground' of options. This includes:

- Option 2 - Building a small addition to Seabury, upgrading and possible relocation of kitchen, modernizing existing Preschool and correcting code related issues.
- Option 2A – (Courtyard and Church Green Option). This eliminates the parking lot along Church Lane and includes building a 'green' between the existing entry drive and Seabury. The existing main lot would be enlarged and reconfigured to fit a new site plan.
- Option 3 – The addition of a 3000 sq.ft. (50' x 60' x 20' high) multi-purpose room. Would be designed to accommodate a half basketball court and other

sporting activities for all parishioners as well as larger church functions for 250 – 300 people.

A rough guide to costs is \$1,750k (7000 sq.ft., at \$250 per sq.ft.) plus \$263k (15% for soft costs) and between \$500k to \$1million to refurbish Seabury. This comes to \$2.5 to \$3 million which is equal to approximately 3 times our annual pledge income. This is regarded at the high end of what should be collected in any capital campaign.

The critical piece to the overall strategic plan is deciding what to do with the second floor of Seabury. No single Church group uses this space sufficiently to justify spending significant money on the space. If renovated it would include modern toilet facilities, green room/dressing room(s), a properly sized vestibule / lobby to serve the performance space and upgrading the performance space to better serve the various users.

10: Finance

The Church has take the decision to run a deficit of \$90,000 for 2005 which will increase if annualized costs are not offset by higher revenues from pledging. Unlike the situation prior to 1993 it is not the result of failing membership but the decision to expand the Youth and Music Ministries. As in 1993 when the last Strategic Review took place, it is a situation that cannot be allowed to continue from year to year.

Each sub-group has analyzed the number of family units who pledge and the results show that in all cases the numbers are in the 80% - 90% range. This would indicate that any expansion of these ministries would bring in new members or non-pledging members who would then contribute to the annual pledging campaign. The problem with the current deficit is that the additional expense was to sustain the programs rather than to expand them. The Youth program can grow within its present structure but not to the extent of covering additional costs.

The Review contains supporting evidence that family units who have a member or members involved in one or more activity are highly likely to pledge. The emphasis to bring in more diversified activities holds the solution to raising the pledging revenue.

Other areas which are available for yielding returns are:

- Raising the payments from the Preschool to realistic levels to cover their proportion of maintaining the Seabury building.
- Raising the charges for the use of Church premises (including Seabury for outside organizations) whilst still preserving community support for charities.
- Building a vibrant Adult Ministry under the direction of the Assistant Rector to appeal to a far broader body of members. (This group has the potential to significantly impact the number of pledging units.)

For additional funds, a legacy and capital campaign should be started. (It is noted that the Legacy Campaign has been launched).

No expansion of administrative staff occurred when the Youth Minister, replacement Assistant Rector and Organist were taken on but no expansion can take place without some additional support. This includes support staff to assist with bookings if any new space is developed.

11: Vision

In carrying out this Review all sub-groups were tasked with creating a vision of their ministry if funding and adequate space was available. This had to be based on their findings (facts). The intention was to help each group break out of the current restrictions which impedes strategic thinking.

In some cases such as Adult Education, the vision does not involve any material expense but does radically alter the scope of fellowship and worship. For Church School, Music and Youth any growth is dependant on refurbishment and new buildings. The Preschool is in its own category. It is the prime user of Seabury which has many shortcomings as a building and is currently subject to a survey concerning adequacy of current usage.

The Administrative requirements of a growing and changing Church have not been developed in detail as they are dependant on future decisions of the Vestry. It is however an evolving area with changes already underway to strengthen the financial support.

The Vision, or more correctly the range of Visions set out in this report are all attainable but inevitably are not without some risk. The boldest involve major property development and refurbishment but the cost falls within the broad scope of an attainable capital campaign which by rule of thumb should bring in up to three times annual pledges. This would be approximately \$2.5 million.

12: Recommendations *(Reference should be made to the sub-committee reports.*

The Committee suggests The Vestry deal with the report and its recommendations in the following phases:

1. Decide on the 'easy to action' points and take appropriate steps to implement.
2. Set up Committees to consider recommendations in more depth.
3. Consider how space and property can best be utilized.
4. Implement the recommendations of the Communications Steering Committee.

1) Easy to Action Points: (a number of these points are already in the process of being actioned)

a. Stewardship

- i. Form a stewardship ministry team (12 – 15 persons) to plan and implement the annual pledge campaign.

- b. Music Ministry:**
 - i. Integrate the Preschool music program under the Director of Music. Solving this problem could help to financially justify a full time music assistant.
 - ii. Develop a proposal to justify a full time assistant to support the Preschool and the Music Ministry.
- c. Preschool:**
 - i. Resolve the three goals that encompass the needs of the Preschool as they relate to its ministry to the Church. This includes using Church resources such as the Music Ministry and generally making Preschool activities more visible to parishioners.
 - ii. Market the strengths of the Preschool and make necessary changes to build a waiting list.
- d. Adult Education:**
 - i. Restructure the current program as the Adult Ministry under the direction of the Assistant Rector supported by a lay committee.
- e. Parish Administration:**
 - i. Instruct the Director of Church Administration to develop a relationship with resource advisors from the Alban Institute and an in-house personnel committee. Priority should be given to salary and benefits analysis of clergy and staff and to revising & implementing the Personnel Policies and Procedures Manual especially in the light of 'Safe Church' policies.
 - ii. Review and revise a schedule of donations requested from organizations using Church facilities so that rates are economical yet realistic in supporting the maintenance of the property.
 - iii. Develop the Church database to capture more statistics to identify adults / family units who do not pledge and whether they participate in any Ministry or activity. A regular analysis should be made of pledging families who leave to establish if any common factors can be determined. (An example would be if their children had finished attending any Ministry).

2) Establish Committees to

- a. Preschool**
 - i. Appoint a team to Update the Bylaws.
 - ii. Review the structure of the School Board.
 - iii. Form an Executive Board to carry out an annual review of the Director of the Board.
 - iv. Consider options and advantages for increasing the number of pupils.
- b. Stewardship**
 - i. Work closely with Adult Education (ministry) to map out an educational campaign as part of the greater aspect of stewardship and fellowship.

- c. Church School (Education)**
 - i. Resolve issues around the 9:15am service.
 - ii. Resolve space and usage issues at Seabury and space issues at MacKenzie.
 - iii. Develop more parental involvement and a more formal approach to managing discipline problems.
 - iv. Prepare a justification for purchasing a multi-passenger vehicle¹⁹ for off-campus events, day trips, retreats and mission trips.
- d. Adult Education (Ministry):**
 - i. Reassess the division of liturgical leadership at Sunday morning services to free a member of the clergy to lead a Sunday morning forum.
 - ii. Develop a fellowship program to appeal to a greater number of Adults, especially the over 40 year olds.
- e. Inreach/outreach/Worship:**
 - i. Establish the basis to reinforce shared knowledge amongst the clergy and lay ministers / leaders about all our parishioners, their talents and special interests.
 - ii. Create a more efficient means of identifying potential leaders and reinforcing a culture that espouses volunteerism as the life blood of the Church.

3) Property

- a. Property Assessment Committee to be formed to consider how space / property could be best utilized or developed to:
 - i. Assess the options for renovation and new building to carry the Preschool forward for the next ten years. This should include the possibilities of expansion which given the flat demographics has to be generated by appeal against other schools in the area.
 - ii. A high priority should be given to enlarging current space for music rehearsals. To a lesser extent, dressing facilities and the music library need to be enlarged.
 - iii. Determine if a formal long term relationship with Westport Arts Council is desirable.
 - iv. Encourage the Youth program by incorporating an indoor basketball court and an outdoor volleyball court. *(With the YMCA moving from its downtown location this would provide a major amenity to the community).*
 - v. Investigate space needed for small break out groups, project workroom(s) and storage. *(The Confirmation class has six small groups with the potential for more²⁰).*

¹⁹ This could also be available to other ministries.

²⁰ Confirmation classes are projected to grow to 100 – 125 people.

4) Communications

- a. The recommendations for improving communications have been left to the Communications Steering Committee reporting separately to The Vestry. Their recommendations have been included in the Sub-Group reports.
- b. The importance of this cannot be over-emphasized.

In Conclusion

It is hoped that this Review will enable any future reader to understand where we have started from in November 2004, what facts we assembled for consideration and our perceived challenges. It is the intention that from this, the logic of our recommendations can be understood and future decisions will be able to benefit from our work. We very much hope and pray that our endeavors will stand the test of time and will serve Christ & Holy Trinity well delivering its Statement of Purpose.

Respectfully

Strategic Review Committee

APPENDIX 1

CHRIST & HOLY TRINITY CHURCH

STRATEGIC REVIEW

COMMITTEE MEMBERS

(Emboldened names are members of Strategy Committee)

- **Executive**
 - Rev John Branson
 - Rev Andrea Martin
 - Bill Gordon
 - Tim Davies
 -
- **Members**
 - **Tim Davies** (Chair) (M&A)
 - **Doris Stevens**
 - **Worship & Spirituality**
 - **Andrea Martin (chair)**
 - **Parish Demographics**
 - Bob Galan
 - Gail Kelly
 - **The Parish as an Enterprise**
 - **Mike Morris**
 - **Sue Ryan**
 - Mary Sarin
 - **Inreach/Outreach**
 - Liz Massey
 - **Beth Schlater**
 - Dawn Sullivan
 - Ginny Wagensellar
 - **Communication –**
 - **Randy Herbertson (chair)**
 - Kathy Ragland
 - John Sarsgard
 - Rick LaVoie
 - Kirie Woods
 - **Education - Church School:**
 - **Tim Roof (chair)**
 - **Jeff Boley**
 - **Wynne Abrams**
 - Pamela Finley
 - Deirdre Griffin

- Kevin Hill
- Janet Navon
- Cathy Sebor
- Pattie Takita
- **Education – Adult:**
 - **Mildred Bunche (chair)**
 - Susan Abbott
 - Catherine Amon
 - Andrea Bowley
 - Judy Sarsgard
- **Music:**
 - **Michael Burnette (chair)**
 - Kevin Bidgood
 - Libby Carstens
 - Tim Davies
 - Deborah Herbertson
 - Daphne Lewis
 - Bonnie Sammet
- **Preschool:**
 - **Frances Rowland (chair)**
 - **Jeanne Bowles**
 - Lewis Brey
 - Tom Carstens
 - Mike Morris
 - **Claire O’Connor**
- **Youth Ministry**
 - **Nicole Hartung (chair)**
 - Kimberly Andrews
 - David Goldberg
 - Randy Herbertson
 - David Holtze
 - Francesca Marshall
 - Ian Parker
 - **Roger Parker**
 - **Jim Seymour²¹**
- **Finance:**
 - **Robert Lendrim**
 - **Kemp Lewis**
- **Property:**
 - **Kent Thomas**
 - **David Fiore**
 - **Paul Hammond²²**
 - **John Sarsgard**
 - Kevin Smith

²¹ Led the 1995 Capital Campaign – The Gift of Legacy

²² Led the 1995 Property Implementation Committee

APENDIX 2

CHRIST & HOLY TRINITY CHURCH

STRATEGY REVIEW

Outline for Sub-Group Reports

Reports from each of the Sub-Groups are due by March 31st.

They will form the basis for the next phase in the Strategy Review process when we begin to fit the ‘jigsaw of requirements and options’ into clear and achievable plans. They will form the appendices to the Review to be submitted to the Vestry by June 30th.

The purpose of the suggested outline is to provide a basic framework to ensure consistency when reviewing the basis of our recommendations.

- **Background:** How the ministry / activity is organized and how it has evolved
- **Description of Role:** How does it fit into the Church’s ‘Statement of Purpose’.
- **Current situation:** (brief and concise) – Set out current strengths and weaknesses.
- **Assessment:** Describe the basis of surveys, questionnaires, focus groups mentioning how they were organized. Include contacts with National and Diocese Associations, other churches and religious bodies.
- **Findings:** Set out findings. To include (as relevant) local demographics, Church membership, contributors to Stewardship, drop off rates, other information
- **Dependencies:** Describe dependencies on other Church ministries / programs
- **Property:** Describe current usage, range of future requirements for various options.
- **Finance:** Set out current income sources and expenditure. Include number of Church members / family units and contributors to Stewardship. Set out revenue from fund raising, Friends, Church and major components of expenditure.
- **Vision:** Describe vision of ministry / program and options.
- **Recommendations:** To be set out as a number of options ranging from ‘stay as we are’ – with modifications to a significantly expanded program. Resources (property/space requirements; people; finance) must be clearly articulated. Demands on other Church resources must be set out – to include administration, Vestry representation, and other (as appropriate).
- **Other points:** As determined