

St. Hubert's Strategic Plan

Summer 2023

Introduction

- A Strategic Plan was initiated in Spring 2023 to determine how best to focus the parish energy.
 - The last strategic plan was in 2014, prior to the last capital campaign and resultant major addition to the building.
 - St. Hubert's is coming back from the depths of the covid pandemic and with an eagerness to do church work and several new members.
- Five listening sessions were conducted in the spring of 2023 among St. Hubert's parishioners.
 - The CROSS pillars (Congregational development, Resource stewardship, Outreach, Spiritual growth, and St. Hubert's traditions) guided the sessions and the report.
 - This focus maintains continuity with the 2014 strategic plan.
 - Parishioners participated in the session they were most interested in and several attended more than one session.
 - Discussion was not limited to the specific pillar at any one session, in recognition of the interrelationships across pillars.

Introduction

- The main questions were similar for each session:
 - What is working well at St. Hubert's? What is not working well?
 - What are your dreams for St. Hubert's? What is God dreaming for us in the future?
 - How has St. Hubert's nurtured and supported your well being?
 - What do you most appreciate about the involvement of St. Hubert's priest?
- Parishioners were given the opportunity to provide input with a paper questionnaire using the same open-ended questions.
- This strategic plan reflects how the congregation views our current state and how we plan to strengthen our church in the next 5+ years.
 - The Vestry is working on timeline, prioritization, budget, and responsibility for the different parts of the plan.
 - Vestry members leading each pillar in 2023 are noted in each section

Overview Findings

- St. Hubert's is recognized as a warm, open, welcoming parish to whomever walks through the doors. The demographics of the parish are changing which amplifies the need to continually welcome newcomers.
- The parish has embraced lay leadership.
 - The priest sets the tone and inspires the congregation to be a strong Christian community.
 - Parishioners need to make things happen and rely on the vestry and committee chairs to set direction and develop plans of action.
- Two themes cross all the pillars:
 - Planning – Plans need to be developed. But success means leaders stepping up/being appointed, recruiting parishioners to help, determining timelines so the plan doesn't drift.
 - Communication – Parishioners recognize the need for more tech-driven communication.
 - Utilize a TV/computer set up for scrolling key information, from upcoming events to descriptions of projects to who's who.
 - Utilize tech to improve ease of volunteering.
 - Utilize QR codes on signs or on the Adirondack chairs to share info about St. Hubert's with visitors.

Congregational Development

(Robin Kurtzner, Rex Roberts, Martha Marsh)

Current State

- Strong engaged church, healthy atmosphere, open and accepting
- Mature, aging parish

Plan for Future

- Share this vision of church broadly
 - Develop plan to increase community awareness
 - Create events like young professional happy hour and community picnic
 - Set up pamphlet box and QR code outdoors with information about the church, mission, vision, events
 - Focus on connecting with potential new members
 - Continue meaningful conversations at coffee hour, as we get to know each other better
 - Hold a new member event to share St. Hubert's opportunities to engage and how to get involved
- Provide parish in-reach support
 - Expand beyond Casseroles for Christ to additionally support homebound visitations, transport (to church, to medical visits), help with errands
 - Facilitate in-reach support with sign up for helpers and services needed, creating a running list of available volunteers

Congregational Development

Current State

- Two services implies two groups of parishioners, but we are one parish family

Future Plan

- Support and celebrate similarities of the services, instead of comparing the differences.
 - Encourage parishioners to try the “other” service
- Facilitate similar communication at both services
 - Utilize advocates at both services for event announcements
 - Consider utilizing tv to scroll info on events
- Encourage personal connections across both services
 - To facilitate linking names to faces, consider group photos with names for website or photo board and frequent use of name tags
 - Utilize outreach activities to deepen relationships
 - Highlight a different family/parishioner in a frequent “get to know you” article in the newsletter

Resource Stewardship

(Bryon Pike, Julie Cox, Harvey Webster, Mark Young, Cyndi Sippola)

Current State

- Existing healthy endowment
- Running a deficit, even with historically lean budget

Future Plan

- Develop plan to grow endowment
 - Research best practices
 - Renew focus on planned giving of both large and small gifts
 - Plan for future capital campaign within next 10 years
- More deliberate planning to increase annual giving
 - Set a goal every year and celebrate progress, including utilizing a visual like a thermometer
 - Continue joyful, humorous aspects of pledge drive
 - Utilize power of individual testaments
 - Increase individual appreciation so it isn't a chore or another bill
 - Communicate more with parish about spending and how utilize additional pledge income

Resource Stewardship

Current State

- Building and grounds are a key asset
- Engaged parish willing to give time and talent

Future Plan

- Develop multi-year plan for upkeep and maintenance
 - Include rough budget for projects and how to approach – hire, utilize skills of lay members
 - Communicate running project list and progress to parish
 - Hold an annual cleanup, organize, and small repair day
- Consider partnering with other churches for sexton
- Determine options to increase building use by community groups
- Continue keeping members involved
 - Lay leaders utilize personal invites to engage
 - Frequent brief overviews of things we do with a call to action, utilizing newsletter and announcements
 - Develop simple job descriptions including time commitment for lay roles to facilitate recruiting

Outreach

(Carla Garfield, Chuck Fidler, Lynne Ely)

Current State

- Consistent annual monetary support, though costs increasing
- Engaged group of volunteers who are benefiting from participation
- Open to new ideas, both offering and accepting

Future Plan

- Develop annual spending plan to facilitate budget process
 - Help plan on how to increase budget overtime
- Improve communication about outreach to increase the number of parishioners volunteering
 - Photos and descriptions of outreach activities
 - Provide an outreach calendar with descriptions, dates, times, key contact
 - Begin utilizing Signup Genius/other technology to streamline volunteer process
- Plan for new outreach ministries
 - Focus on expanding lay participation
 - Match lay skills and time available, for families, children, elders
 - Look for outreach opportunities that work more closely with people in need

SPIRITUAL GROWTH

(Christine Cooper)

Current State

- Sunday services reflect the spirituality of the location, joy, fellowship, approachability

Future Plan

- Maintain this spirit at St. Hubert's
- Increase lay involvement in services
 - Develop descriptions of service roles to elicit interest
 - Personally invite age-appropriate children to participate as acolytes and readers
 - Introduce as desired, lay opportunities for readers, crucifers/acolytes, ushers at 8:30 service
 - Consider changing flow of entry to lessen bottleneck in hallway, be less intimidating to newcomers, provide quieter space in rear pews
 - Push ushers and greeters into the River Room
 - Utilize side door for entry
 - Keep rear doors closed until ready for service procession

SPIRITUAL GROWTH

Current State

- Various outdoor services are a part of summer at St. Hubert's
- Prayer book is an important part of being Episcopalian

Future Plan

- Continue at least once a month during prime outdoor season
- Vary location, by the river for its beauty and along front drive for community to witness vitality and casually join our services
- Strengthen welcoming committee by training parishioners to be able to actively help newcomers during the service
 - Develop a supplemental instructional bulletin/laminated guide that explains what happens during the service and why

SPIRITUAL GROWTH

Current State

- Provide for increasing spirituality through lectionary and book studies

Future Plan

- Increase offerings with the goal of increased building utilization and broadening reach
 - Consider lay as leaders for these offerings
 - Develop spirituality in nature with guided riverwalks, early morning bird listening sessions
 - Offer daily readings for visitors, using a QR code to deliver
 - Offer directed meditation or centering prayer sessions
 - Offer periodically lay led morning or evening prayer or compline

ST. HUBERT'S TRADITIONS

Current State

- Recognition of St. Hubert's changing overtime:
 - From a small chapel to a church actively embracing its role in the Diocese of Ohio
 - From the perception of a chapel of wealthy families to a broader congregation which welcomes and accepts all who join

Future Plan

- As the nature of the congregation changes overtime, respect traditions but embrace larger church changes
- Traditions should enhance us, not hobble us.
- Respect and claim ownership of new identity and new traditions
- Develop new traditions of parishioners participating in wider church activities and leadership roles

ST. HUBERT'S TRADITIONS

Current State

- Key unique service traditions include:
 - Reading the collect together,
 - Singing the 4th verse of My Country tis of Thee while displaying the Flag, and
 - Singing the post-communion hymn while candles being extinguished.

Future Plan

- Continue these traditions. Provide education about the history of our traditions and their role in today's church
- Utilize at the 8:30 service, when appropriate