



ST. BARTHOLOMEW'S
EPISCOPAL CHURCH

2024 STRATEGIC PLAN UPDATE

Our Mission:

We are called to be disciples of Christ, revealing his life, love, and light to the world.

Our Vision:

St. Bartholomew's Episcopal Church is a welcoming, inclusive faith family, sharing and teaching the love of Jesus Christ through our worship, actions, and outreach: transforming ourselves and the world.

St. Bartholomew's Episcopal Church
16275 Pomerado Road
Poway, CA 92064

Rector's Message

January 2025

To the family of St. Bartholomew's Episcopal Church,

It has been said that living our individual life in faith is like walking through a dark forest with a flashlight. God shows us just a few steps on the path ahead. In our lives together in the Body of Christ, we look farther. This has been made possible through your participation in the strategic vision process and the diligent work of this committee.

Together, we have produced a guiding light for our church for the next three to five years. We give thanks for your careful observance of how God is moving at St. Bart's. We give thanks for the committee's hours of work putting these visions into a document that we all can understand. I cannot wait to see this plan, and more, manifest into reality within our congregation and on our campus. I invite you to be a part of St. Bart's future. Please review this plan, and identify where you feel connection. Then come forward and join others who share your energy. Without exception, all are welcome and all are needed.

Faithfully Yours,

The Rev. Mother Nina Bacas

INTRODUCTION

St. Bartholomew's Episcopal Church 2024 Strategic Plan Update is a roadmap for the future of our church over the next three to five years: who we are called to be and how we will live into our mission and vision.

At the direction of the Vestry in the summer of 2024, a committee of parishioners was formed to update and refresh this plan from its last iteration in 2019. The Strategic Planning Committee included our Rector and Senior Warden, five current Vestry members, and six additional church members to represent the many voices that make up our parish.



The Strategic Plan is framed by four key elements of the life of our church we call Pillars. These are Worship & Music, Hospitality & Outreach, Christian Formation, and Resource Management. To begin the 2024 update, the committee developed a parish survey and held listening sessions to get feedback on what is important to the congregation, to determine what we do well, and to learn what we want to do more of.

The survey responses and feedback from the Listening Sessions revealed the strongest feedback in three main areas and reflected in each of the plan Pillars: **Growth of the Church, Resource Management, and Community Connections.**

This update focuses on these three high impact areas for our church: Grow the Church, Resource Management, and Community Connections. Goals, objectives and actions to achieve them are identified to focus our priorities and work together over the next five years.

We believe this plan will strengthen and enhance St. Bart's, and move us into a future as a strong and vibrant church that lives into our mission statement: "We are called to be disciples of Christ, revealing his life, love, and light to the World."

A plan is only as good as the people who make it with feedback, discussion, and then join together to bring the plan to life. We encourage everyone at St. Bart's to reflect and discern how you can best contribute to this work going forward and step up to lead or join a workgroup.

2024 Strategic Plan Update Committee: The Rev. Mother Nina Bacas, Jerry Gray (Senior Warden), Brooke Grandinetti, Patty Fuqua, Cyndi McClellan, Pat Johnston, Kara Miller, Helena Chan, Donna Watson, Matt Boyne, Kit Curtis, Judy Macemon (co-chair), and Greg Moran (co-chair).

GOALS, OBJECTIVES, AND ACTIONS

2024 STRATEGIC PLAN UPDATE

* = *actions actively underway*

Grow the Church

Goal: Expand awareness of the church at work in the world and invite and welcome a more diverse church membership.

Objective 1: Develop new targeted outreach programs that increase awareness of St. Bart's in nearby communities and provide opportunities for all ages to connect directly.

Actions:

- Identify and promote programs and resources that align with St. Bart's mission to serve and increase visibility in our community
- Promote ministries, programs, outreach, spiritual spaces, and community engagement activities that are highly rated by participating St. Bart's members and our community and that attract younger age groups (young adults, youth, families with young children, couples and adults ages 35-55)
- Schedule, organize, and promote St. Bart's Day of Service, an all-parish service day that connects with multiple selected community service programs

Objective 2: Enhance and promote existing and new fellowship groups, social connection programs, and events for St. Bart's members and the community.

Actions:

- Schedule programs and events at times that enable wider participation, especially for working adults, youth, and young families *
- Expand intergenerational opportunities for social engagement to promote connections between younger and older members
- Schedule frequent/recurring on-campus service projects to engage a wide range of participants including our members and community
- Track number of attendees and their demographics at ministry events *
- Develop and implement social media and website engagement targeted to multiple demographics among both St. Bart's members and nearby communities *

Objective 3: Enhance spiritual growth opportunities for church members and the community.

Actions:

- Schedule regular workshops and retreats focused on spiritual development *
- Designate specific times and locations for prayer and contemplation in quiet corners of the church campus. Provide online and in-person tours of the locations identified as spiritual spaces to ensure members, and the community are aware of these opportunities *
- Create a permanent labyrinth on the chapel patio and at the outdoor cross; schedule and promote labyrinth walks for members and the community
- Provide online multimedia/video classes on aspects of Christian formation

- Plan, promote, and implement new in-person Bible study groups in the evenings and on weekends to accommodate a broader portion of the congregation and community *
- Expand the group of Godly Play storytellers by identifying volunteers and providing training opportunities *
- Increase opportunities for children and families to connect in a way that meets their needs—away time and together time, additional service opportunities, and a family fellowship group
- Allocate a clergy member whose primary job is to serve youth, young adults, and families. Develop a team of youth, parents, and/or interested parties to support this clergy member *

Objective 4: Increase membership and active participation in the St. Bart's community.

Actions

- Identify a team of parishioners to support the rector to rebuild connections with previous members and to track returning member engagement in parish life *
- Identify a team of parishioners to support the rector and clergy to welcome and connect newcomers to worship, parish life, ministries, and fellowship groups *

Resource Management

Goal: Effectively use the campus, buildings, facilities, systems, staff, and volunteers to support, grow, and advance St. Bart's mission and vision.

Objective 1: Optimize and manage utilization of St. Bart's campus and human resources.

Actions:

- Identify, analyze, and prioritize current usage and anticipated growth needs for all St. Bart's campus facilities—including worship and music, administration, education and formation, hospitality and outreach, and community partners
- Develop and present a proposal to the Vestry and the St. Bart's parish that includes options for optimal use of campus and building space, as well as a cost analysis. Include parish priorities for a commercial/larger kitchen and large meeting space or parish hall, and recommendations for the capital campaign building project next steps
- Create an accessible, dynamic master staffing plan, including paid staff and volunteer leaders, that supports current and long-term needs for ministry and programs *
- Invite, train, and mentor new lay leaders for each strategic area.
- Create leadership training and mentoring programs for potential leaders, encourage commitment to leadership roles, and provide resources for continuous personal and spiritual development
- Create a Talent Directory identifying parish members with expertise, interest, and skills that could be used in service to the church

Objective 2: Achieve financial sustainability to support St. Bart's ministry, mission, and growth plan over the next five years.

Actions:

- Increase the annual operating income each year by increasing membership pledging, newcomer engagement, and enhanced digital media
- Develop and implement an effective legacy giving plan, starting with all members over 65 years and expanding to all adults in subsequent years

- Identify options for new income sources and enhance existing sources to increase the operating budget
- Create a business plan that includes all planned sources of income and expenses, full staffing for growth, and building utilization and expansion

Objective 3: Track parishioners over time, from newcomer through long-time member, and identify ways for people to connect.

Actions:

- Update the church database (currently Shelby) to include pictures *
- Identify a team to evaluate new software solutions for tracking parish life, including attendance at ministry events and social events, and talent database
- Implement new church database software as recommended by the evaluation team

Deepen Community Connections

Goal: Expand community awareness of St. Bart's and strengthen the church's connections with the larger community.

Objective 1: Raise awareness of St. Bart's resources and support, campus and facilities, formation, worship, and service opportunities for all ages.

Actions:

- Explore partnering with local organizations and businesses to support community initiatives. For example, collaborating with local schools or nonprofits can provide additional resources and support for programs, while also expanding the reach and impact of St. Bart's

- Identify and organize “St. Bart’s in the Community” events that coincide with religious and secular holidays, such as Ashes to Go, Blessing of the Pets, and Christmas caroling in the neighborhoods
- Form a work group to explore creating a safe, active play space or enhanced outdoor spaces for community events and activities for children and youth
- Develop a network of St. Bart’s volunteers in the Poway area who are passionate about community service, such as visiting seniors and working to reduce food insecurity
- Increase promotion of children’s and youth programming to youth in elementary, middle, and high schools
- Provide a musical theater summer camp open to St. Bart’s member families and community families *
- Working with youth and family clergy, build a young adult group that collaborates and meets with similar groups across the diocese and community

Objective 2: Increase the number of members of the community who participate in parish events and programs.

Actions:

- Promote parish events and programs to the community using targeted and age-appropriate digital channels; follow up with attendees to welcome and connect them to St. Bart’s community *
- Promote St. Bart’s special worship services in the community through St. Bart’s member invitations, social and digital media

Objective 3: Continue to support, enhance, and assess relationships with partner organizations in the broader community.

Actions:

- Develop a communications strategy to inform the parish community about our outreach partners and how and why they are

selected to encourage more people to engage and participate in outreach ministries *

- Identify opportunities for connecting St. Bart's members with community programs such as adopt a grandparent program for story time or reading practice with retirement communities

NEXT STEPS

Clergy, Staff, Vestry, and volunteer leaders develop the roll-out plan for the updated Strategic Plan that includes:

- Identifying new leadership for work teams
- Inviting St. Bart's member engagement in work groups
- Expanding the plan to with the following additions:
 - timelines
 - who is responsible for the work
 - what does success look like for measurement of the actions effectiveness.