

A Vision for Ministry at  
Church of the Holy Family  
Five Year Strategic Plan

A Parish of the Episcopal Church and  
Diocese of North Carolina

Adopted by the Vestry on December 15, 2009

Presented to the Parish on January 31, 2010



As we prepare for the next season of life at Church of the Holy Family, reaffirmation of the Mission Statement and a renewed determination to live into that Mission Statement defines our parish life. We must prepare our community, our resources, our physical plant and our programming to meet the populations that journey to and through our door every day and night. We must be ready to offer the coat, the meal, the shelter and the refuge to those that we encounter. We must look outward to find the person, the family, the country and the cause that demands the witness of the Holy Spirit and the love of God through Christ. We must continue to provide worship and spiritual support that renews us, challenges us and restores us for the work ahead. We need you ~ in body, mind, spirit and prayers ~ to work toward this vision for ministry. Come join us, stand beside us and lend your hands to the work of Kingdom of God and your prayers to the fulfillment of God's purpose in this place.

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**Hard Copies of the Full Report may be found in the Parish Office and includes:**

## **Reports**

- Report of Program and Administration
- Report of Buildings and Grounds
- Report of Finance
- Summary of Charge and Process; Demographics
- Alban Institute Material on Church Growth

## **Additional Exhibits**

- Commission Charges for Goal Implementation
- Measurable Goals Matrix for Commission Considerations

# Mission Statement

Mission Statement adopted August 19, 2008 by the Vestry:

As Christians at the Church of the Holy Family, our mission is to be a

*holy family. . .*

. . . the Body of Christ, forgiven and forgiving,  
restored and restoring, through faith and love, in life and  
mission.

# The Centrality of **Worship and Fellowship**

## Shared Vision

To be a congregation where the worship of God - Father, Son and Holy Spirit – is foundational: baptizing, proclaiming the Word of God, making Eucharist and encouraging one another in the hope of Christ.

To achieve this vision, we will,

- Increase awareness of how we are a Holy Family in worship by conducting “instructional Eucharists” and “Instructional liturgies.”
- Add daily Eucharists or weekly morning Eucharists in addition to Feast Days; move toward daily office offerings.
- Provide weekly praise and worship services (for youth)
- Highlight and care for existing spaces for worship other than the nave (the Narthex, the Garden Altar, etc.)
- Think creatively about other alternative worship spaces by the use of partitions, banners, and similar dividers
- Ensure access and training on technology for the hearing impaired
- Create sound crews to effectively manage the sound system in the nave during worship and special events
- Encourage a variety of musical offerings
- Complete Organ refurbishment
- Hire a Full-Time Music Minister
- Form a Christian Arts Commission to plan for additional Christianity and the Arts offerings and develop art offerings centered around liturgical seasons
- Provide support for and increase the quantity of in-home fellowship dinners and related opportunities for small group gatherings across liturgies
- Increase participation in and support for small group Christian fellowship (e.g., Men’s Prayer Breakfast, Ladies’ Night out, etc)
- Complete kitchen renovations

# The Pursuit of **Holiness**

## **Shared Vision**

To be a congregation where the reality of sin requires a robust embrace of mutual accountability, repentance and forgiveness.

To achieve this Vision, we will,

- Create an awareness of the Sacrament of Individual Confession
- Invite parishioners of all ages to adopt a demanding rhythm of “feasting and fasting” by offering a range of choices for sacrificial observances
- Support intentional preparation for Sunday liturgies through publication of the lectionary and other preparatory materials
- Create additional Bible Study opportunities for all ages
- Develop communication tools that increase parish-wide access to information
- Focus commission work and process on the qualities of “forgiven and forgiving” and “restored” and “restoring”
- Create a mentoring program to transition newcomers, newly baptized and Journey in Faith participants into fully integrated members of the parish.

# The Necessity of **Witness** and **Evangelism**

## **Shared Vision**

To be a congregation where, by the mystery and power of the Risen Christ, the essential elements of Christianity are taught, practiced, and believed, that everyone might come within the saving embrace of the Cross.

To achieve this Vision, we will,

- Provide additional Adult Christian Education and Formation opportunities and adequate space to accommodate such programs
- Increase adult programming centered around the seasons of the liturgical year (Advent, Lent, etc)
- Provide additional Sunday School Teacher Training opportunities
- Provide materials for spiritual formation in a more comprehensive Library/Media center
- Plan for parish life and activities both on and off the parish campus
- Encourage youth participation in Diocesan events
- Create a standing commission for the support and encouragement of parishioners and divinity students discerning their calls to ordination
- Infuse the experience at church of the Holy Family with the essential elements of Christianity denoted as faith, belief, knowledge and experience
- Provide opportunities for spiritual companionship for parishioners in their personal journeys to discover God's will and call
- Avoid isolating Christian practice to "just church" by supporting in-home observations and Christian practices and encouraging workplace witness by combining Christian vocation with professional occupations
- Participate actively in a global community of Christians by inviting an international presence in the pews and in the Altar party, offering joint programming with other Episcopal churches and other denominations, becoming full partners in regional ecumenical offerings for the sake of Christian unity.
- Focus on "in reach" by welcoming and incorporating newcomers into our life and recognizing the challenges and blessings associated with a significant transient population and be prepared to offer opportunities for immediate participation in the life of the church.
- Identify underserved and underrepresented populations at the Church of the Holy Family and remove barriers (e.g., transportation) that discourage the participation of these target populations (e.g., graduate students, aging adults, immigrants and neighbors)

# The Call of Servanthood

## Shared Vision

To be a congregation where the last are first and the first are last; where true servanthood, in submission to the will of God, reveals the love of Christ.

To achieve this Vision, we will,

- Support prison ministries and service to the poor, lost, forgotten and disenfranchised
- Provide and integrate additional service opportunities in the community and the world for all parishioners, especially participants in EYC
- Develop food ministries and other prepared/frozen foods for parish use during hardship
- Produce Pastoral Care pamphlets outlining pastoral care offerings at the Church of the Holy Family
- Develop communication tools that enhance contact with college students and others who have moved out of lives for a season
- Encourage parishioner participation in Commission work as restorative and formative in the art of Kingdom living and create accessible participation at the planning level (administrative oriented) or the execution level (service oriented).
- Provide additional opportunities for parishioners to consider, discern, embrace and develop his/her gifts for service to the Kingdom of God and invite parishioners to “try on” various commissions to discern individual talents.
- Task a designated group to evaluate the existing commission structure and consider delineating the work of the commissions (administrative vs. execution functions) to appeal to a broader base of parishioners and encourage lay leadership.
- Increase parish-wide participation in Commission offerings by intentionally including intergenerational programming and creating innovative ways to reach teens and young adults in the work of the parish using emerging technologies.
- Hire a volunteer coordinator.
- Provide care and support to the clergy and lay staff of the parish.
- Evaluate the existing administrative structure for its preparedness to serve a parish committed to a vibrant and growing ministry.

# The Promise of **Reconciliation**

## **Shared Vision**

To be a congregation that lives and proclaims with confidence the peaceable Kingdom of God; to live in the promise of Christ's coming in glory when all people are restored to God.

To achieve this Vision, we will,

- Labor for an Assembly that welcomes with compassion the whole human family, all sorts and conditions.
- Commit ourselves, in words and deeds, to be a sign of Christ's love in this broken and sinful world.
- Participate fully in the Glen Lennox redevelopment and conservation efforts.
- Develop opportunities for Spirit-filled dialogues about complex and difficult human issues.

# Recommendations for Facilities – Executive Summary

Based on the Report from the Buildings and Grounds Subcommittee to the Long-Range Plan Steering Committee

## Two Focus Areas:

- Gain an understanding of the physical and regulatory parameters within which any construction must fit. (We met with the architect from our past building project, Wes McClure, and with a Town of Chapel Hill representative)
- Match the buildings and grounds recommendations to programming needs. (We used information from the Master Plan Vision Committee 2015 report from a couple of years ago, the report from the Program and Administration Subcommittee, input from the Properties Commission, and information from Nancy Bryan regarding Christian Education space needs)

## Findings:

- Our Special Use Permit, which covers the building completed in 2002, as well as a Phase II plan for the older end of the building, expires February 12, 2015. A request can be made for a simple administrative extension of one year. Thus the SUP expiration date could effectively be February, 2016. All construction must be completed by then, or we would need to apply for a new or modified permit. Other extensions (not as streamlined) may be sought from the Town Council. To complete construction by February, 2016, we would need to initiate the architectural design phase by January, 2012.
- A Square-Foot Floor Area to Land Area ratio limits what we can build beyond our current space. Of the total square footage covered under the SUP, we have approximately 800 square feet remaining that could be built out. It should be noted that re-apportioning square footage between the two buildings in any significant amount would require a modification to the SUP. We can make changes that the Town considers “minor”, without modifying the SUP.
- As the Glen Lennox request for a Neighborhood Conservation District overlay goes forward with the Town, we will need to ensure that CHF representatives monitor and participate in the process to safeguard our plans for the future and advocate for our neighbors.

## Considerations:

- The architect should have expertise in interior design to maximize use of space for multiple purposes.
- Priority should be given to maximizing efficient use of floor space.
- We want to incorporate sustainable building designs, including alternative energy sources and energy efficient systems, in both new construction and major maintenance and repair projects.
- Priority should be given to upgrading and integrating mechanical and infrastructure systems, including consolidation of multiple systems (e.g., HVAC), and replacing the boiler.
- Special attention should be given to pedestrian flow, addressing congestion and noise issues.

In sum, we recommend that efficient, adaptable and sustainable use of space be given priority over the building of additional space if a choice must be made between the two.

## Two Primary Options Considered:

1. Build out Phase II such that we do not need to modify the SUP
2. Start with a clean slate in planning CHF’s space needs, including possible razing of the Parish Hall and/or Parish House

We decided that **Option 1** would be the most feasible, given the timeframe and the parish’s likely reluctance to raze former worship space. Following is our list of recommendations; their relationship to Vision Statements and Strategies can be found in the full report.

Recommendations, in no particular order of priority:

- **Update the Parish Hall** to improve acoustics, useable space, flexibility, and comfort, including (i) repairing the cracked floor, (ii) removing the choir loft, (iii) replacing the windows for energy efficiency,

(iv) providing flexible furnishings, (v) investigating noise dampening alternatives, (vi) addressing traffic flow through the fire door to reduce noise, (vii) upgrading A/V system, and (viii) providing an overall “facelift”.

- **Improve the kitchen**, including (i) relocating and/or redesigning the space for improved efficiency and flow, (ii) “right sizing” as needed, (iii) improving storage, (iv) increasing work/serving space, and (v) upgrading appliances as needed.
- **Repurpose the Parish House** for clergy and staff offices, including the Augustine office (may require gutting the structure; alternatively consider razing and rebuilding if no SUP modification required. Also could consider repurposing for increased usefulness as classroom/meeting space.)
- **Construct the planned “gallery” space** between the Parish Hall and the Nave to (i) address traffic flow from upper parking lot through the building to the Nave, and (ii) provide gathering space.
- **Upgrade the library/parlor** into distinct spaces to (i) provide a dedicated library/resource room with adequate shelving and organization and (ii) retain a parlor space, with update of furnishings as needed, in a suitably accessible and quiet location.
- **Repurpose the daycare space and current administrative offices** to serve primarily as classroom and meeting space for youth and adult Christian education/formation, Commission meetings and other ministries. Consider specific Christian Ed and Youth Commission needs/requests on Sundays during EYC meeting times except, perhaps, the dedicated youth space which might be used throughout the week
- **Complete the organ refurbishment**
- **Consider a dedicated or semi-dedicated chapel** for small group worship or individual prayer, with an emphasis on a quiet, contemplative space
- **Update outdoor spaces** to meet current and future liturgical, Christian Ed, and recreation needs, including creation of a single playground, creating a new outdoor liturgical area, expanding the columbarium, creating a gathering space/patio/garden between the Parish Hall and Parish House, and implement the long-range landscaping plan, with updates as necessary.
- **Provide a choir room** to accommodate 30 people, with flexible furnishings to allow use for other purposes

## **Finance Recommendations – Executive Summary**

Many of the goals stated in our Long Range Plan will affect the budget for the next five years. It is important to be aware of and name the new expenses achieving our 5 year goals will incur, without tying the future of the Church to today's goals. Following are the increased expenses necessary to achieve our 5 year goals in excess of our current budget (including standard increased) and they are listed based on their budget line item or section.

### **Annual Operating Budget Adjustments** **Beyond Current Operating Budget**

#### **Outreach**

In order to better meet the Call of Servanthood, the Long Range Plan calls for the church to purchase a deep freezer. That expense is estimated to occur in 2012 and cost \$2,000.

#### **Worship**

In order to better affirm the Centrality of Worship the Long Range Plan calls for the hiring of a full time music minister. The expense falls in the Worship section of the budget and is estimated to add an additional \$35,000 to the budget. It is estimated that the expense will begin in 2011.

It has also been determined that to highlight and care for the narthex and garden alter would better affirm the Centrality of Worship at Holy Family. The expected expense is \$2,000 in 2011 and another \$2,000 in 2013.

#### **Fellowship/Evangelism/Discipleship**

In recognition of The Necessity of Witness and Evangelism the church will encourage more off campus fellowship. Additional funds needed to support this off campus fellowship are expected to be \$500 annually beginning in 2011.

#### **Assisting Clergy**

In the future, Holy Family would like to invite international clergy into our lives annually. To cover salary, travel and living expenses for a two month visit, this expense is estimated to cost \$9,000: \$3,000/month salary and \$3,000 towards travel and living expenses.

#### **Building and Grounds**

As the life of Holy Family grows it will become necessary to hire a full time Sexton. The Sexton will become full time over the course of 3 years beginning in 2011. The additional expenses should be \$20,000 in 2011, \$30,000 in 2012, and \$40,000 ongoing.

#### **Parish Administration**

In order to better fulfill our Call to Servanthood, the Long Range Plan calls for the hiring of a part time Volunteer Coordinator beginning in 2011. It is estimated the additional cost to the parish administration budget will be \$25,000.

In addition, to support the parish's Pursuit of Holiness by ensuring access to information through diverse and accessible communication methods, the Long Range Plan calls for the hiring of a part time communications assistant. It is estimated the additional cost to the parish administration budget will be \$25,000 starting in 2011.

### **Christian Education Adjustments**

The Long Range Plan calls for the continual increase in the Christian Education Director's hours ultimately graduating to a full time position. The increase in to the budget over the next five years should be \$20,000 in 2010, \$30,000 in 2011, and \$40,000 thereafter.

The congregation has expressed a need for a better church library. The estimated increase in the budget is \$500.

The congregation has also expressed an interest in greater participation by our youth in Diocesan Youth Events which might be supported by marketing, invitations and scholarships. The estimated increase in the budget is \$500 a year to support this effort.

### **Youth Ministry**

The Long Range Plan calls for Holy Family to strive to more fully develop the spiritual lives of our youngest members. In order to do that, the position of Youth Minister is expected to become a full time position over time. The expected additional cost may reach \$40,000 by 2011.

## **Capital Expenses Anticipated**

Above are listed estimated increases to the annual budget necessary to fund the goals of the Long Range Plan. Many of the needs expressed by the congregation in the Long Range Plan are capital expenses and will require a capital campaign.

### **Campaign Consultant**

A capital campaign consultant will be required to initiate an effective capital campaign and Holy Family should be prepared to spend \$20,000 to initiate this process with a Campaign Consultant and some preliminary architectural and design advice.

### **Building, Renovation and Repurposing Expenses**

Once the final plans for renovation, repurposing and building are made, a capital campaign will be required to raise funds for these plans. A general rule of thumb for the scope of a capital campaign is 3 times the annual budget and no more frequently than every 5 years. While this would suggest that Holy Family could raise in the range of \$1.5M for the cost of building renovation and repurposing, the report and guidance from the campaign consultant (see above) will more fully determine our fund raising capacity.

### **Outreach Component of Capital Campaign**

Consistent with our practice in past capital campaigns, it is presumed that Holy Family will want to consider significant outreach opportunities as a component of any major capital campaign. Whether this component is the sponsoring of a new school in Haiti, the building up of a new ministry to house the daycare space, the increased support of the Church of the Advocate as they consider their permanent housing or some other ministry consistent with our Vision Statements, should be carefully considered by the Vestry and incorporated into the Long Range Plan as part of the funding priorities. During Holy Ground and Master Plan I, there was a total project budget of \$3.25M (\$2.75M was raised in capital funds and \$500,000 was borrowed) of which \$64,000 was pledged toward the planting of the Church of the Advocate.