

GHTC2021

STRATEGIC PLAN

Vestry initiated process to develop Strategic Plan to guide vision, budgeting, and policy decisions

Vestry reviewed previously identified priorities from previous visioning processes and model strategic plans

Congregational conversations about outreach, justice, community life, and worship and prayer

Development of goals, actions, measures, and initiatives based on data analysis from congregational conversations

Final review by stakeholder groups and the congregation at-large prior to final approval by the Vestry

To develop the GHTC2021 Strategic Plan, the Vestry facilitated a highly-engaged process of gathering feedback from the congregation, analyzing collected data, data-based visioning, and goal development. By following this approach, the Vestry has worked diligently to ensure that all able voices have contributed to the process that will focus the work of the community, lay, staff, and clergy members of the Cathedral through December 2021.

As a result, this Strategic Plan belongs to everyone. All members, staff, and clergy of the congregation have important roles to play in carrying out this important work. **Without you, this plan is meaningless words on paper!**

The plan is organized into two sections: “Servant Church” and “Heart of the City.” These sections represent the two distinct, yet united aspects of GHTC’s mission and ministry as “a servant church in the heart of the city.” Each section has four long-range **goals**, or broad statements of how we engage as a community between now and December 2021. Our **actions** are more specific behaviors in which we engage to reach our goals. Each goal has **measures**, or means of monitoring progress, to ensure we maintain a strong focus on the appropriate work. Data is collected on an ongoing basis, is reviewed quarterly, and is presented to the congregation at the Annual Meeting.

Through engagement with the congregation and stakeholders, the Vestry will identify and develop specific initiatives that align the work of the Cathedral to the long-range goals. These initiatives will be implemented and measured, and the effectiveness of the implemented initiatives will inform the following year’s initiative planning. The long-range goals do not change over time, providing a consistent focus to the mission and ministry of the Cathedral between now and December 2021.

Beginning in January 2021, a new Strategic Plan will be developed for implementation in January 2022.



What does it mean to be a **Servant Church**?

We are a Servant Church. As a Servant Church, we work for social justice in our community and the world. Prayer and worship provide us opportunities to hear God’s word, learning how we can identify important social justice issues and address them—one hot meal, clothing drive, donation, or house build at a time. In doing so, we engage the community by modelling inclusivity, hospitality, and generosity through words and actions—and by employing a coordinated and professional communication strategy.

Our goals	Our actions	Our measures
<p>S1. We educate the church and city on social justice issues, encouraging, facilitating, and modelling service to address social justice issues.</p>	<ul style="list-style-type: none"> ▪ We continuously seek new opportunities to engage the community on social justice issues. ▪ We provide and promote opportunities for our community to discuss and address social justice issues. ▪ We partner with our community’s leaders and organizations to actively address social justice issues. ▪ Our social justice service is coordinated, focused, and realistic, balancing our community’s needs with the Cathedral’s human and fiscal resources. ▪ Our members are visible doing God’s work in the community and at the Cathedral. 	<ul style="list-style-type: none"> ▪ Artifacts demonstrating research into social justice opportunities in our community. ▪ Quantity of community engagement opportunities; quality of community feedback. ▪ Artifacts demonstrating ongoing engagement with community leaders and organizations, including agendas, plans, and information about groups. ▪ Artifact demonstrating focused plans to address both long-term and short-term social justice service needs. ▪ Quantity of community members participating in service opportunities within long-term and short-term social justice service plans.
<p>S2. We model inclusivity, hospitality, and generosity within and beyond our community.</p>	<ul style="list-style-type: none"> ▪ Our Cathedral is known for its inclusivity and hospitality, and community members seek us out to host events. ▪ Our members are friendly, warm, and inviting. ▪ Our staff-focused ministries—Administration, Music Program, Buildings and Grounds, and Bookstore—support the Strategic Plan goals and actions, positively contributing to our mission and community. ▪ To meet the needs of our community, we continuously evaluate hospitality needs, adjusting our approach in accordance with our community’s needs. 	<ul style="list-style-type: none"> ▪ Quantity of events; quality of feedback from event organizers and participants. ▪ Artifacts demonstrating a variety of implemented hospitality approaches supportive of a diverse community; quality of feedback from newcomers, existing members, and guests. ▪ Artifacts demonstrating how staff-focused ministries support the work of the Strategic Plan; budget requests aligned to Strategic Plan goals. ▪ Artifacts indicating review of hospitality needs in a variety of settings and plans to address areas of opportunity.
<p>S3. We broadcast our mission, exciting and encouraging others to engage in mission with us.</p>	<ul style="list-style-type: none"> ▪ Our communication is strategic, coordinated, and professional, using a variety of modern and traditional media to reach our audiences. ▪ Members of the community know the ongoing events at the cathedral because they are consistently and strategically communicated to them. ▪ Through lay ministries and the clergy, we actively engage less-active and far-flung members of our community, meeting spiritual needs while reminding them of the Cathedral’s offerings and benefits. 	<ul style="list-style-type: none"> ▪ Artifacts demonstrating a developed and implemented communication plan that addresses both “servant church” and “heart of the city” aspects of the Strategic Plan. ▪ Quantity of communication outreach attempts; quantifiable data from digital mailings, web analytics, and social media analytics ▪ Artifacts demonstrating attempts at engaging less-active and far-flung members; quantity of members from those groups that participate in on-campus and Cathedral-sponsored events.
<p>S4. We provide distinct and meaningful worship opportunities that meet the diverse needs of our diverse community.</p>	<ul style="list-style-type: none"> ▪ Every service we offer is meaningful, engages with Scripture, and adheres to Anglican tradition as expressed in the Episcopal Church. ▪ To engage our diverse community, we offer distinct services that are traditional, contemplative, and contemporary. ▪ To meet the needs of our diverse community, our clergy seeks community engagement in worship opportunities and input into worship design and practices. 	<ul style="list-style-type: none"> ▪ Artifacts demonstrating research into distinct and varied services offered within the within and beyond the Episcopal tradition that inform diverse worship opportunities. ▪ Artifacts demonstrating distinct services (e.g., service programs); quantity of community members engaged in distinct services; quality of community feedback. ▪ Quantity of community members participating in various worship opportunities (e.g., Eucharistic ministers, acolytes, lectors, musicians, guest preachers, etc.)

What does it mean to be in the Heart of the City?

***We are the spiritual and physical Heart of the City.** At our location at 13th and Broadway, we feed the spiritual pulse the beats through the streets, providing love, connection, and spiritual engagement for our local and regional community. Using our hearts, we ensure that newcomers and community members have positive, engaging, and meaningful experiences in our Cathedral community. Using our minds, we employ strategy to discover new ways of connecting with the downtown and regional community, developing synergy with other organizations when appropriate. Remembering that we are the Heart of the City, we recognize the downtown and regional tapestry is woven with a variety of religious traditions, and we engage in dialogue and common service to foster respect, love, and harmony in these trying times.*

Our goals	Our actions	Our measures
<p>H1. We invite, welcome, and integrate newcomers within our community.</p>	<ul style="list-style-type: none"> ▪ We are an outward focused congregation, seeing additional community members to join us in mission, Scripture, service, and worship. ▪ To build community, we build relationships with newcomers through initial follow-up and invitation to participate. ▪ All Cathedral members, staff, and clergy practice radical hospitality, taking responsibility to initiate, welcome, and guide newcomers and community members on their faith journeys. 	<ul style="list-style-type: none"> ▪ Quantity of community participation across ministries and, more specifically, membership numbers as defined by Bylaws and Canons. ▪ Artifacts demonstrating connection with newcomers, community members, and potential members; artifacts demonstrating newcomer invitation efforts; quantity of community participation in newcomer events. ▪ Artifacts of efforts to develop a culture of radical hospitality (e.g., trainings, programs supportive of radical hospitality, plans for shifting culture, speakers, etc.)
<p>H2. We provide opportunities for meaning, connection, and participation for all.</p>	<ul style="list-style-type: none"> ▪ As a diverse community, the Cathedral provides a variety of spiritual, service, and secular engagement opportunities in which the community participates. ▪ To ensure our offerings remain meaningful and engaging, we review program offerings for quality and participation. ▪ We continuously seek to provide new spiritual, service, and secular engagement opportunities that align with our goals. ▪ Education offerings at the Cathedral are designed to model and engage youth in service opportunities as developmentally appropriate. 	<ul style="list-style-type: none"> ▪ Quantity of community participation; quality of community feedback. ▪ Quantity of community participation; quality of community feedback. ▪ Artifacts demonstrating research into and development of new/ revised spiritual, service, and secular opportunities. ▪ Quantity of youth participating in education programs; artifacts demonstrating curriculum connecting spirituality to an action orientation.
<p>H3. We search for new and engaging ways to participate in our community while ensuring our existing approaches meet our needs.</p>	<ul style="list-style-type: none"> ▪ We continuously seek new opportunities to participate in our community, integrating the life of the Cathedral within spiritual, service, and secular events reflective of our mission. ▪ Relationships are developed with community organizations sharing our mission, leveraging mutual benefits to engage the Cathedral with the community. ▪ To ensure a consistent focus on our goals, we review our community relationships against the measures of strategy, goal attainment, effectiveness, resources, and mutual benefit, adjusting relationships as necessary to progress toward our goals. 	<ul style="list-style-type: none"> ▪ Artifacts demonstrating plans for spiritual, service, and secular events that reflect our goals and engage our community; quantity of community participation in planned events. ▪ Artifacts demonstrating cooperation and collaboration with community organizations (e.g., resource banks, common events, strategic collaboration opportunities, etc.). ▪ Artifacts demonstrating focused reviews of community partnerships that holistically consider those partnerships.
<p>H4. We are a place of ecumenical and interfaith dialogue in our community, our diocese, and our region.</p>	<ul style="list-style-type: none"> ▪ Grace and Holy Trinity Cathedral appreciates and nurtures its relationship with the Cathedral of the Immaculate Conception, seeking ways to enhance and collaborate with our downtown neighboring cathedral. ▪ We foster interfaith dialogue with other religious communities in the Kansas City area, seeking and capitalizing upon areas of common witness and service. 	<ul style="list-style-type: none"> ▪ Artifacts demonstrating communication and collaboration between Grace and Holy Trinity Cathedral and Cathedral of the Immaculate Conception. ▪ Artifacts demonstrating the planning and implementation of interfaith dialogue, service opportunities, and religious ceremonies (as appropriate).

How do we position our Cathedral (and ourselves) to be a **Servant Church**?

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Our goals	Year Initiatives: Now through December 2017 <i>What initiatives and processed, based on the actions and measures on pg. 1, will we commit to enacting and measuring over the next year? Be realistic and focused upon actions and measures.</i>	Stretch Initiatives: December 2017-December 2021 <i>What initiatives and processed, based on the actions and measures on pg. 1, will we commit to stretching toward achieving by 2021? Dream a little and identify ways we can push ourselves toward our ideal by 2021.</i>
S1. We engage the church and city on social justice issues, encouraging, facilitating, and modelling service to address social justice issues.	We will form a Social Justice Committee that will identify issues with which to engage the community at large.	<ul style="list-style-type: none"> • Research issues, speakers, methods, and publicity for events. • Host events during Dean's Forum. • Bring in social justice speakers aligned to issues and needs. • Host community forums.
S2. We model inclusivity, hospitality, and generosity within and beyond our community.	<p>We will host at least two neighborhood events that directly engage our local community while learning about their needs.</p> <p>We will form a parish life and care committee to identify and support congregational needs.</p>	<ul style="list-style-type: none"> • Define radical hospitality. • Direct events that bring in the neighborhood: parties, farmers' markets, picnics.
S3. We broadcast our mission, exciting and encouraging others to engage in mission with us.	<p>We will form a Marketing Committee that will, in collaboration with the Communication Coordinator,</p> <ol style="list-style-type: none"> 1. research and identify other churches' communication strategies, 2. research and identify the Cathedral's own communication needs, while leveraging current opportunities, and 3. develop and implement an effective social media strategy. 	<ul style="list-style-type: none"> • Develop and implement a multi-pronged and coordinated marketing plan.
S4. We provide distinct and meaningful worship opportunities that meet the diverse needs of our diverse community.	<p>We will form a Worship Committee, consisting of representatives of varying Cathedral constituencies and in coordination with the Dean or designee, that will</p> <ol style="list-style-type: none"> 1. research and identify Cathedral worship opportunities and needs, and 2. advise on how to address needs. 	<ul style="list-style-type: none"> • Define and implement distinct services. • Grow new and existing services, using participation goals to monitor progress. • Communicate distinct service offerings and how they meet needs.

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H1. We invite, welcome, and integrate newcomers within our community.	We will develop, implement, and communicate a process to invite, welcome, and connect new members to Cathedral life.	<ul style="list-style-type: none"> • Explore the implementation of a parish life coordinator.
H2. We provide opportunities for meaning, connection, and participation for all.	We will research congregational interests, developing and implementing small groups based on identified interests.	<ul style="list-style-type: none"> • Research, design, and implement a regional shepherding ministry.
H3. We search for new and engaging ways to participate in our community while ensuring our existing approaches meet our needs.	Each Vestry member will engage with a committee or ministry.	<ul style="list-style-type: none"> • Research and develop coordination and collaboration structures between Cathedral staff, including a parish life coordinator, and the Vestry. • Identify and research past activities, programs, strategies, and structures that were successful in engaging the Cathedral community, implementing past successful strategies.
H4. We are a place of ecumenical and interfaith dialogue in our community, our diocese, and our region.	We will research the interest in and creation of a downtown church council.	<ul style="list-style-type: none"> • Host interfaith events. • Research House of Abraham opportunities. • Research refugee resettlement opportunities.