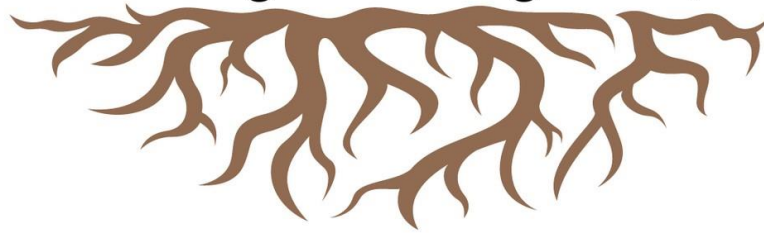




**St. Mark Presbyterian Church
Strategic Planning - 2024**



Final Report to the Congregation

October 27, 2024

Rooted in God – Growing in Faith – Overflowing with Thanks

Let your roots grow down into God, and let your lives be built on him.

**Then your faith will grow strong in the truth you were taught,
and you will overflow with thankfulness.**

Colossians 2:7 (NLT)



**Strategic Planning Committee of the Session
Final Report to the Congregation
October 27, 2024**

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I. Introduction:

A. Strategic Planning Purpose: St. Mark has recently experienced growth in membership and resources prompting Church leadership to begin thinking about the programmatic needs for our future. The Strategic Planning Committee was established to:

- Study and project what our Ministry needs and plans may look like in future years.
- Ask the Staff, Church Members, Youth, and the Early Learning Center for their input.
- Provide suggestions and goals for the Session to consider, prioritize, and provide resources to implement.
- Publish a Final Report for the Session and Congregation.

B. Members:

- Dave Thomas, Chairperson
- Dave Bagwell (resigned – moved to Oklahoma)
- Steve Crowell
- Tia Flournoy (resigned – work commitments)
- Calleen Friedel
- Crystal McElhenney
- Pastor Ann Marie Quigley-Swanson

C. Timeline:

- January 16, 2023: Strategic Planning Committee established by the Session.
- February 2023: Defined the Purpose and set a plan to gather information from the Congregation.
- July 30 to August 17, 2023: Developed and administered the Questionnaire and Conducted Input Sessions.
- September to October 2023: Analyzed Questionnaire Responses.
- November 6, 2023: Met with the Session to present the **Top-5 Items** for discussion.
- January 13, 2024: Met with the Session for a full discussion of the **Top-5 Goals for Session to Consider**.
- March 18, 2024: Met with the Session who adopted a **Vision-Mission-Values Statement and Ten Goals**.
- June 2, 2024: Town Hall Meeting and Luncheon with Congregation for an interim report with a handout including the Vision-Mission-Values Statement and the Ten Goals.
- June 17, 2024 and July 15, 2024 Session Meetings: Elders discussed, in more detail, the impact of the Goals on their committees and the Congregation. We concluded there is a need to prioritize the Goals for implementation and funding. We also institutionalized the Goals to keep them in front of the Session and Congregation.



II. Executive Summary:

Pastor Ann Marie Quigley-Swanson spent her first year meeting and learning about the members of the Session, staff, congregation, committees, Early Learning Center, and community. After the first year, she was ready for the Session to study the needs of St. Mark as the church moves forward into the future. Thus, the Strategic Planning Committee was established in January 2023.

The committee spent time in prayer seeking God's guidance for the future of St. Mark which serves as a beacon of light for the greater Boerne community.

Working with Pastor Ann Marie, the committee developed a *Vision Statement* to support the existing *Mission Statement* and included a *Set of Values* for the church.

There was overwhelming support from the congregation in providing feedback and comments in a questionnaire and during various input sessions. In addition to answering simple questions, their comments provided sound wisdom and advice for the committee to consider. Some of the top comments that the committee used as supporting points are included in the **Ten Goals** which the Session adopted on March 18, 2024.

Pastor Ann Marie and the committee met several times with the Session to review the progress, answer questions, and obtain their opinions as the committee continued its work.

Below are the more significant areas that the committee discerned from the many comments provided by the congregation.

III. Takeaways:

- A. Culture** – There is an overall appreciation for the culture of St. Mark as a warm, friendly, caring, and welcoming church with a family-feel. There is a strong desire to grow deeper into who we are, hold onto this culture, and grow deeper in our faith and relationships.
- B. The ELC** – Established in 1996 as a key mission and ministry of St. Mark for the greater Boerne community. It provides a significant educational service as the only accredited preschool in Boerne since 2005. It's high on our list of needed programs.
- C. The Deacons** – Serve the church and its members in many significant ways. One recommendation was to restore the previous *New Member Integration* program by assigning church members to serve as mentors for new members.
- D. Programming** – There were many comments that focused on new programs for Bible studies; mid-week, monthly, quarterly activities; outreach-mission suggestions; etc. These suggestions need our attention as do the staff and volunteers that support them.
- E. Staffing** – Frequently mentioned to support the Pastor, Christian Education, existing staff, and to expand with additional new hires where needed.
- F. Audio-Visual & I.T.** – Needs upgrades in Wi-Fi, Internet, Sound, Website, and A/V equipment. This has become the face of our church to the public.
- G. Facilities** – We have great assets that meet our needs. A task force is needed to review the function and utilization of the facilities and recommend improvement opportunities.
- H. Missing** – Evangelism was recognized as a needed ministry for St. Mark (perhaps an ad hoc coalition with several Ministry Committees – e.g., Worship and Outreach).



IV. St. Mark History and Development:

St. Mark Presbyterian Church, Boerne, Texas, was established in 1965 and is located on 4.276 acres with five building structures at 208 W. Bandera Road.

Construction of buildings included:

- 1967 – first Worship building
- 1981 – 320-seat Sanctuary, classroom, and office area
- 1981 – former Worship building converted into Education building
- 1992 – new Administrative space and Fellowship Hall (now the Hospitality Center)
- 1996 – Education Building converted into the Early Learning Center
- 1998 – two modular buildings for Early Learning Center
- 2008 – 11,500 sq ft Family Life Center; and a separate 450 sq ft Choir Room

V. St. Mark Church Statistics (Baseline)

As of December 31:	<u>2022</u>	<u>2023</u>
Active Members	257	280

Age Distribution

• 17 & Under	8	14
• 18 – 25	30	33
• 26 – 40	11	12
• 41-55	41	43
• 56-70	56	62
• Over 70	<u>111</u>	<u>116</u>
• Total	<u>257</u>	<u>280</u>

Budget Data

• Revenue	\$542,374	\$667,512
• Expenses	\$542,374	\$653,860

VI. Boerne Demographic Trends – 20.5-mile radius of St. Mark

(provided by Mission Presbytery – 12/14/2023)	<u>2010</u>	<u>2023</u>	<u>2028</u>
Population	477,799	666,549	735,389
Households	111,822	250,706	275,491
Average Age	35	38	39
Ethnic Backgrounds			
• Asian	20,638	30,662	34,929
• Black	19,239	27,671	30,895
• White	246,138	318,850	346,200
• Hispanic	181,394	270,030	300,069
• Pac Is/Am Ind/Other	10,389	19,336	23,296
Household Income	\$91,532	\$119,914	\$136,983



VII. Resources Used by the Strategic Planning Committee

- 2020 Ministry Information Form (MIF)
- 2020 Mission Study Report
- 2015 Long-Range Strategic Vision and Planning Committee Report
- 2015 Master Plan
- 2023 SWOT (**S**trength-**W**eakness-**O**pportunity-**T**hreat) Analysis with the Raw Data:
 - Raw Data, (Version 1.0) 682 comments
 - Raw Data with 40 Categories, (Version 2.0) 353 comments
 - Raw Data Consolidated, (Version 3.0) 117 comments
- Town Hall Meeting, June 2, 2024 (used to start Final Report)

VIII. Goals Were Developed (for Session to Consider and Adopt)

A. Top Five Items (Goals) "What It Might Look Like" was presented "For the Session to Consider" at their January 13, 2024 Retreat.

- **Overall Concept** based on Survey Feedback from Members:
 - Priority: Growing Deeper – not Wider.
 - Maintain the Good we already have!
 - Focus on: Programming – Staff to Support – Facilities.
 - Programming was huge and needs our attention!
- Comments were shared between the Session and the Strategic Planning Committee.
- Several Goals contained sub-levels topics.
- The Strategic Planning Committee made changes to separate the sub-levels.

B. Ten Goals were presented and adopted by the Session on March 18, 2024.

- Culture is not a Goal, but it is the overarching theme for all the Goals!
- The Goals were arranged based on the core values and priorities of our church.
- The Elders / Ministry Committees prepared Action Plans for each Goal. These Action Plans are kept by the Elders / Ministry Committees for follow-up in their Committees.
- Copies of the Ten Goals were included in the June 2, 2024 Town Hall Meeting handout and are available in the Church Office.



IX. Our Vision – Mission – Values Statement

A. Our Vision for Ministry

(Adopted by Session – March 18, 2024)

To gather as a community of believers who are passionate about Jesus Christ

To glorify God through Christ-centered worship, which is central to our corporate life

To grow the Kingdom of God through opportunities for

- Education
- Service
- Mission
- Fellowship
- Witness as the life-renewing Spirit leads us

B. Our Mission

(Unchanged)

To glorify God, and by the power of the Holy Spirit,
provide opportunities for all people to know, love and
follow Jesus Christ.

C. Our Values

(Adopted by Session – March 18, 2024)

St. Mark Presbyterian is a Church

- That stands firmly in the heart of Reformed Tradition
- Where spiritual growth is abundantly nurtured, bringing members closer to God through worship, education, service, and fellowship
- Where members embrace each other, and those in need, through genuine acts of kindness, support, sharing and caring
- That wants to bring in and welcome those who are new: Come for a visit, Stay for the journey



X. Grow: Deeper – Fuller – Wider

Rooted in God – Growing in Faith – Overflowing with Thanks

Let your roots grow down into God, and let your lives be built on him.

Then your faith will grow strong in the truth you were taught,
and you will overflow with thankfulness.

Colossians 2:7 (NLT)

1. Grow Deeper

- We have strong roots. A strong history, strong worship, educational opportunities, fellowship, and outreach.
- We will work toward growing those roots deeper so that as we grow fuller and wider, we have a strong foundation rooted in God holding us and nourishing us.
- We will go deeper in our study of God's word, our conversations around faith and life, and the outreach we provide.

2. Grow Fuller

As a healthy tree's canopy grows thicker and fuller, so our life together will grow fuller as our roots go deeper.

- Fuller Faith through worship and study.
- Fuller Connections:
 - With each other. More intention with:
 - Incorporating new members into the life of the church.
 - Involving young people in worship.
 - Creating opportunities for fellowship.
 - With the Early Learning Center – ELC Task Force.
 - With the Community, as we grow our Jericho ministry and serve with our partner ministries.

3. Grow Wider

- Wider reach as we make disciples:
 - More intentional invitation to those new to the area.
 - More intentional new ministries for young families.
- Wider reach as we serve others.



XI. Where We Want to Be in Three to Five Years

Grow a Strong and Vibrant Community of Faith

- A. People.** Solid and steady growth based on relationships and sincere sharing of the Gospel.
- B. Worship.** Draw people closer to God and touch their Spirits through faithful preaching, inspiring music, and meaningful reflection.
- C. Christian Education.** Help people grow in discipleship.
- D. Outreach (Mission).** Focused to meet the specific needs of our Boerne community, regional needs, and international needs.
 - 1. St. Mark Early Learning Center.** Provide a vital ministry to our community. We must work to keep the facilities attractive and able to meet the needs of the school.
 - 2. Community Partner Ministries.** Maintain and grow good relationships and support our partner ministries in Kendall County.
 - 3. Jericho.** Strengthen and build our ministry with the special needs community.
 - 4. Regional Ministries.** Continue to support and participate in regional outreach.
 - 5. International.** Work to discern an international partner ministry.
- E. Congregational Life.** Support fellowship to build a closer church family connection.
- F. New Member Integration.** Ensure that our new members feel connected to the life of the church so we can grow in faith together.
- G. Staffing.** Support our current ministries and work toward new growth and life.
- H. Technology.** Provide up-to-date and consistent media options that support our ministries of online worship, communication, and education to operate at their fullest level.
- I. Communications.** Provide clear and timely communication so more people can be involved in the life of the church.
- J. Property.** Create a space that is inviting for those who are new, which creates community because it is warm and comfortable, and reflects who we are in tone and quality.



XII. How Do We Get There?

A. Task Force Groups

- 1. Early Learning Center (ELC) Task Force** – Representatives from St. Mark and the ELC working together to develop a stronger relationship between the Church and the ELC that best meets the future needs of the Boerne community and extends the church's' ministry.
- 2. Audiovisual (A/V) and I.T. Task Force** – Representatives from Property, Communication, Worship, and A/V tech-team to evaluate audiovisual and information technology capabilities to provide professional results to members, staff, and community.
- 3. Property Evaluation Task Force** – Representatives from Property, Christian Education, Congregational Life, Worship, other ministries as needed, and possibly professionals, to evaluate the appeal and function of facilities and grounds for improvements.

B. Session and Ministry Committees

- 1. Goal Implementation** – The Goals not included in the above Task Force Groups will be worked internally by the Session and Ministry Committees. The Goals are ambitious projects with tasks to undertake. As necessary, one or more of the Ministry Committees may work together as an ad hoc committee to implement and complete their Goal.
- 2. Session** – The Strategic Plan is now the responsibility of the Session to manage, implement, and institutionalize, so it remains an active document. The Session will review the Strategic Plan in January of each year to share with the new Elders and update the status of the Goals.
- 3. Ministry Committees** – Each committee is to focus on long-term strategic thinking. The Goals need to be prioritized and focused on purpose/vision, not by cost, but by importance: High – Medium – Low. The committees are to provide, at least quarterly, an update to the Session on the status of their Goal.



NOTE: The Strategic Planning Committee has prepared a ***Church Archival Final Report*** for future reference by staff, session elders, and church members. The Archival Final Report will contain Appendices with information used to prepare this Final Report to the Congregation, e.g., Boerne Demographics, Ten Goals, Action Plans, Questionnaires, Input Sessions, and S.W.O.T. Raw Data.

The Church Archival Final Report will be filed in the Church Office.



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