



Vision Task Force Report

to

The Chapter of St. Paul's Episcopal Cathedral

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Prayer for Mission of the Church

BCP p. 816

*Everliving God, whose will it is that all should come to you through your Son Jesus Christ: Inspire our witness to him, that all may know the power of his forgiveness and the hope of his resurrection; who lives and reigns with you and the Holy Spirit, one God, now and forever. **Amen.***

Executive Summary

The Vision Task Force (VTF) was convened in March 2022 by the Acting Dean of St. Paul's Cathedral with the following charge:

Examine focus areas including Cathedral identity, Diocesan relations, Community engagement, and Parish engagement. Make recommendations to the Cathedral Chapter on directions for potential growth and change that will strengthen and benefit the mission and ministry of St. Paul's into the near and distant future.

The VTF is made up of the Acting Dean and a diverse group of lay congregants of the Cathedral. The congregants came with a variety of skills, knowledge, and history of St. Paul's due to their varying involvement in different ministries and length of time of involvement in St. Paul's. Additionally valuable to the effort was the experience each of the members of VTF brought from their life experiences outside of St. Paul's.

VTF first approached our charge by examining Cathedral identity and discussing the strengths of St. Paul's. An examination of the existing Mission Statement occurred next and it was determined to survey the congregants of St. Paul's about the existing mission statement and cathedral identity. See Appendix C for Survey Results. A new Mission Statement was developed and adopted by Chapter 06/21/2022. The goal of the new Mission Statement was to honor the work of the previous writers and to streamline the statement as not a history-telling story of the Cathedral but one that conveys the mission of St. Paul's today.

Next, VTF moved on to the work of developing a growth plan. Studies in St. Paul's Cathedral history, past plans (2014), Des Moines population demographics, trends in the wider church, and more were carried out to learn and share ideas among members. The 'Cathedral Vision Blueprint' (See Appendix B) was developed as a working document to use for identifying what ministries St. Paul currently has or could have, what tools they need to be successful, and assess whether they align with the cathedral's mission. Using the results of the congregant survey and further research the following focus areas (levers) were identified as being vital to the mission of the Cathedral: Worship at the Cathedral, the Cathedral's Sacred Space, Collaboration with the Diocese of Iowa, Outreach and Service and Cathedral's Service to its Congregation (Pastoral Care & Parish Life).

The Growth Plan outlined in this report has a goal of doubling our average Sunday Attendance within the next two years in order to remain fiscally sustainable. We recommend the goal of hosting 5,000 new people at various events in the Cathedral over the next 24 months. We should experiment with regularly scheduled events that will bring an average of 50 new people a week into the Cathedral long term. This report outlines strategic goals that VTF believes are vital to the success of achieving these goals.

The Vision Task Force invites the Chapter to prayerfully consider our work in this report and hopes it can be adopted to foster the growth of the Cathedral and support our mission of being "a welcoming, worshiping community committed to living Christ's unconditional love through fellowship, service, and kindness".

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Proposal for New Mission and Vision Statements

Mission Statement

St. Paul's Episcopal Cathedral is a welcoming, worshiping community committed to living Christ's unconditional love through fellowship, service, and kindness.

Justification: The original mission statement was crafted when St. Paul's became the Cathedral of the Diocese of Iowa and attempted to distinguish itself as such. The new mission statement focuses on what the Cathedral is and is friendly to both experienced members and new potential members. It removes language that is repetitive or heavy in backstory that detracts from what the Cathedral does and what we are growing into. For example, the original statement is repetitive using some form of church/cathedral or an equivalent phrase five times and the latter sentence struggles with the balance between being a parish and our larger relationship with the diocese as a whole.

The new statement preserves the core essential elements of the original statement and makes the statement more succinct and friendly to the reader. The new statement maintains the primary focus on living the unconditional love of Christ and the actions of fellowship and service while adding kindness as a key underpinning of the other action-based priorities of the church.

Adopted by Chapter: 06/21/2022

Vision Statement

Grounded in Worship. Deepening in Faith. Reaching Out in Love.

Justification: These three phrases capture the key aspirations of the St. Paul's community.

Grounded in Worship reflects both present and future core values of the St. Paul's community as indicated by the 2022 survey whose results appear in Appendix C of this report. Approximately 73% of survey respondents currently associate the words 'Worship', 'Music & Arts', and 'Sacred Space' with St. Paul's, and that percentage declined only a little, to approximately 62%, when respondents were asked what they would most like to see associated with St. Paul's in the future. The phrase, therefore, fits as part of St. Paul's Vision Statement.

Deepening in Faith is a phrase brought to us by Bishop Monnot from the Presiding Bishop who has observed that congregations in the Episcopal Church that are growing presently are active in two areas: 1) going deeper in their faith and 2) reaching out into their surrounding communities. In combination with the phrase *Reaching Out in Love*, both of these active areas are reflected. Further, the phrase *Reaching Out in Love* aligns with the core aspirations of the St. Paul's community derived from the survey (Appendix C) in which over 26% of respondents desire 'Service' and 'Outreach' to become more strongly associated with St. Paul's in the future.

Adopted by Chapter: 10/18/2022

Objective

The Vision Task Force proposes to St. Paul's Chapter and congregation that we work to **double our average Sunday attendance within the next 2 years.**

This growth objective provides all the attendant benefits of greater numbers in a worshipping community including greater vitality, greater volume in worship, and a larger pool of volunteers to draw on. A further benefit of this goal is fiscal sustainability. This two-year objective can be met by engaging existing members, new members, and visitors. Our long-term objective is evangelizing to fill the Cathedral every week! Here is our recommended growth strategy and why we believe both are credible objectives.

Growth Plan

FIRST, WE NEED A POSITIVE ATTITUDE.

Christian faith is once again growing in America. Mainline Protestant Churches have been adding about 1% of the population each year for the last five years. St. Paul's draws members from a 15-mile radius because of our beautiful music, architecture, traditions and people. About half a million people live within commuting distance of the Cathedral. National research indicates about 5000 of our metro neighbors are switching to a new church denomination for their personal spiritual growth in any calendar year.

In addition, we live in one of the fastest-growing metro economies in the Midwest. Over 4000 housing units have been built in our downtown neighborhood since the 2010 Census. We estimate over 100 downtown residents are changing their church affiliation each year. We believe we will grow if we do a better job of inviting and welcoming our neighbors.

SECOND, WE NEED TO SPEAK TO THE PEOPLE WHO MAY WANT TO JOIN US.

A few Christians always change church denominations, but the rate of change may be growing because of political divisiveness in our nation and communities. Many young evangelicals are offended by the public policies endorsed by their church leaders. Many Roman Catholics are offended by the patriarchy and positions on women's reproductive rights of their church. Many in the LGBTQ community are offended by unequal treatment or attitudes within their churches. Plus there will always be people looking for a church because they have relocated here for work, including immigrants new to America.

The Episcopal Church is not, and should not be, silent about our times' great moral conflicts and choices. Many Christians of conscience who focus on New Testament teachings will pick the Cathedral for a new home for growing in faith. Likewise, some of our members may be finding new churches that better represent their values. Some change is inevitable. Our task is to continuously invite new participants and articulate the values that represent our church.

We recommend having small groups of people with similar religious backgrounds invite and welcome their peers. For example, former Roman Catholics reach out to Catholics looking for a new spiritual home. We can still work ecumenically with church leaders who agree it is better for individuals to worship according to their conscience, then to stop attending church.

THIRD, WE NEED NEW PROGRAMS IN ORDER TO BE MORE VISIBLE TO THE COMMUNITY.

There are common sense marketing steps that must be done at a much larger scale. We need hundreds of thousands of metro residents to know we exist. We need thousands of people to have a reason to step inside and experience the beauty of our sacred space. We need hundreds to feel welcome to come to share a worship service with us.

We recognize spiritual growth as a personal process over a lifetime, and the decision to become a church member (or return to being a member) can take many years. So we must frequently offer many different kinds of valued experiences to lots of people to nourish their lives. We need to offer more than our beautiful, traditional worship services, the sacraments, and the study of scripture.

People also come to know and love God by using their intellect and their senses to experience the joy and wonder of all God's works. There are many ways to reach out to others and share the love of Christ. The experiences we have that give us quick glimpses of the divine are the experiences we should be offering to others. We propose offering concerts, lectures, videos, tours, culinary experiences and Holy Day celebrations to reach out and touch the number of people we need for growing the congregation. We recommend the goal of hosting 5000 new people at various events in the Cathedral over the next 24 months. We should experiment with regularly scheduled events that will bring an average of 50 new people a week into the Cathedral long term.

FOURTH, WE NEED PARTNERS TO HELP ORGANIZE NEW PROGRAMS AND MINISTRIES.

We must go beyond our members to get an infusion of both funds and volunteers to accomplish the growth we need. We propose new collaborations with the Diocese of Iowa, the other Bridge Board Churches, and downtown businesses that want to maintain and improve the services of Connection Cafe. Businesses may not want to contribute to a single church, but the 35,000 annual free lunches organized by the Bridge Board are a vital service to the downtown neighborhood. We need our four grand old downtown churches and congregations to be seen by community leaders as vital parts of both Des Moines' past and its future.

We may be blessed to receive technical assistance from the national church through a program called Genesis II: Re-vision and Renew. Our Diocese has invited a few churches to be interviewed by the national staff of the Office of Planting and Redevelopment. We will present our Task Force work for their review and advice. We will be eligible for up to two years of training, mentoring, and resourcing to implement our plans, if they like our ideas.

They are adamant that lay people lead local efforts (with the support of clergy) because that is how congregations become revitalized.

FIFTH, WE NEED EVERY MEMBER TO ENGAGE IN THE WORK THAT IS NEEDED.

Our Vision Statement is: Grounded in Worship, Deepening in Faith, Reaching Out in Love. This is the three-part process by which each of us grows spiritually, and the Body of Christ grows along with us. Our future depends on the commitment of the congregation. The Cathedral needs your help to grow this congregation by

- attending Sunday Eucharist in person as often as you can.
- proudly tell people why you worship at St. Pauls and invite them to come with you.
- participate in committees or programs during the week, because giving thanks for God's grace deserves more than a couple hours of our time on Sunday.
- put your time, talents, and resources to work to frequently reach out to others in love.

We recommend doing a census of our estimated 350 members to better understand their current commitment to the Cathedral when we recover from the pandemic. Bishop Monnet advised us that churches grow when they are deepening in faith and reaching out in love. Please consider the Vision Task Force recommendations to be your personal call to action to join with the Holy Spirit in doing great things.

Strategic Goals for St. Paul's Episcopal Cathedral 2022-2024

GOAL I: Increase the cathedral's meaningful, liturgical worship offerings

Worship at the Cathedral

- Double the average Sunday attendance both in person and online
- Host Holy Day services in collaboration with the Diocese of Iowa
- Continue to offer Evensong and Cathedral Arts programs
- Continue to offer Wednesday Noon Eucharist service

GOAL II: Renew and strengthen ways of being caring, accepting Christian community

Collaboration with the Diocese of Iowa, Cathedral's Service to its Congregation

- Increase adult fellowship events that would welcome peers from like-minded communities (people looking for a church home, LGBTQ+, immigrants, etc.)
- Continue to offer pastoral services to the congregation that include: healing ministry, eucharistic ministry, and home and hospital visits
- Participate fully in Diocesan Convention and graciously host Diocesan events as helpful

GOAL III: Continue to respond to needs through social outreach ministries

Outreach and Service

- Host 5,000 new people over the next 24 months by offering concerts, lectures, videos, tours, culinary experiences and Holy Day celebrations
- Continue active participation on the Bridge Board and increase volunteers for Connection Cafe
- Find and adopt additional outreach opportunities such as the After School Youth Program
- Launch Community Speaker Series Program

GOAL IV: Further our stewardship of time, talent, and treasure -- our historic building

Cathedral Sacred Space, Fiscal Management

- Complete a census of our current Cathedral congregation
- Complete the 1885 Historic Building Revitalization Project
- Continue the commitment to maintain our Sacred Space
- Invite the Diocese of Iowa to locate their office in St. Paul's Cathedral
- Cultivate space sharing with non-profits with aligned mission objectives
- Design an intentional fundraising methodology that is on-going and aligns with the growth plan

GOAL V: Teach, learn, and form lives through our Anglican/Episcopalian Christian tradition and practice

Cathedral's Service to its Congregation

- Offer regular adult education including the existing Bible Study, Education For Ministry, Men's Study Group
- Foster the growth of Youth Education
- Grow engaged, practicing small groups

GOAL VI: Become a visible and welcoming center in our community

Worship at the Cathedral, Outreach and Service, Collaboration with the Diocese of Iowa, Communication & Technology

- Strengthen the Cathedral's relationship with the Diocese of Iowa by partnering together and becoming a servant leader to the entire diocese
- Reach new people through social media and new technologies
- Host wider public educational offerings and introduce ourselves through social events
- Support clergy and leaders' visibility on national and community issues
- Be an engaged member of the neighborhood of Downtown Des Moines

Appendix A: Programming Ideas and Approaches for Attracting New Visitors

The following ideas and approaches for attracting new visitors all need dedicated leadership to succeed. Some are already operating under the umbrella of St. Paul's existing Ministry Cloisters & Committees, whereas others will need new leadership. As you read, please prayerfully consider if you are being called to serve in any of these ministry areas.

I. Virtual Visiting

Social Media and Online Advertising are vital ways for the Cathedral to connect with new potential visitors. Advertising through Meta (Facebook and Instagram) offers a straightforward way to harness a social media platform the Cathedral is already using to engage with new people. 40% of lowans report Facebook is their preferred social media ([NFIB](#), 2021). Facebook offers multiple ways to target our advertising to specific audiences based on who we want to target for specific events ([FB](#), 2022). Costs for social media advertising are flexible and can be chosen per campaign. They are considerably cheaper than traditional print advertising. The Cathedral began advertising with social media for the September 2022 Evensong. The cost of the campaign was \$50. The results showed a ten times amount of online viewers compared to Evensong in May 2021.

Google for Nonprofits offers a \$10,000/month [grant](#) for Google Text Advertising which the Cathedral has been successful in obtaining. Using this grant the Cathedral can try to reach new people who are looking for a church home as our website will appear closer to the top of Google's search results when someone searches for something related to St. Paul's. To adhere to Google's policies, it is vital that the Cathedral's website must have a robust and clear description of our organization, mission, and activities. It must have substantial content, updated events and information, clear navigation, and clear calls to action for a high-quality user experience. It is recommended that we keep the website continually up to date to ensure it is engaging.

II. Community Conversations at the Cathedral

Underwritten by Macomber gift

By creating intentional community gatherings and conversations that include racial, ethnic, and socio-economic minorities in the Greater Des Moines area we hope to: educate the majority population; build and strengthen relationships; identify ways to change systems which disenfranchise and marginalize minority groups; and bridge our current divides. We see these conversations as building community and empowering change.

- Expert speakers on civic matters such as poverty, housing, migration, environment, and racial justice will be engaged:
 - presentations will be live, in-person, live-streamed, and recorded; and
 - question-and-answer session with the speaker will be moderated
- At least 2 conversations per year – spring and fall
- Follow up conversations for the community will be hosted

III. Youth Choir

Underwritten by Macomber gift

An intentional commitment to nurturing the spiritual lives of the children within our community through a youth choral program, a long-held and cherished tradition of the Anglican faith, St. Paul's will work to draw children and their families into a program-year Youth After School Music Program.

In year one of the Youth Choral Program, a shared meal with youth and their parents will begin at 5:30 pm. Interested parents will then be engaged in an adult program, to be designed, as their children are engaged in a choral rehearsal from 6:00 – 7:00 pm. Members of the Youth Choral Program will rehearse sacred and liturgical music used in the Episcopal service. Handbells will also be practiced.

In building such a choir, children are involved in a community experience that is non-competitive, allows them to develop an appreciation for the fine arts that they will carry throughout their lives, brings them into the experience of the sacred, and challenges them to learn skills as yet undiscovered. The community which supports this endeavor grows by its association and encourages parents and caretakers of these children to be involved in the work of the church.

During the second year, youth choir members would be tutored for introduction to choral music in combination with the Adult Choir for certain occasions. The goal would be the development of the traditional Anglican choral experience which is currently practiced in many Episcopal Cathedrals.

IV. Eco-diversity in the Downtown

The gardens surrounding St. Paul's enhance the architecture and bring a welcome touch of nature to the heart of the city. At the front along High Street and on the west side facing 9th Street the style is that of an English cottage garden, with clipped boxwood hedging, spring bulbs, and seasonal annual and perennial flowers. The Bascom rain garden and labyrinth frame the south and west perimeter of the parking lot. They are being cultivated in the spirit of the prairie, expressed by native grasses and flowers, all designed to not require irrigation during dry weather. We belong to the Open Garden Movement, which spans the globe and the St. Paul's gardens are among the relative few that are open 24/7 every day (and night!) of the year. Members routinely sweep the area for litter and a professional gardener/landscaper does spring clean-up and cutting back; last year's growth is chopped finely and left to add humus to the soil.

St. Paul's commits to continue efforts to clear strategic spots to make room for establishing communities of flowering plants that will boost eye appeal as well as provide sustenance for birds, bees and butterflies and to invite and educate our community neighbors on this gem of eco-diversity in the downtown.

V. The Bridge Churches (Connection Café) Fundraisers

The Des Moines economy is thriving and the downtown provides a large part of that growth. The downtown is known to be especially safe, hospitable, and clean; thanks to the work of Operation Downtown. There is a church initiative that also deserves some credit for the downtown quality of life - The Connection Cafe. It distributes about 35,000 free lunches each year to the hungry or homeless in the downtown. Meals served with compassion, dignity and love contribute to a positive community attitude.

This charitable service has been provided through four mainline Christian churches since 2004: St. Paul's Episcopal Cathedral, St. John's Lutheran, 1st United Methodist, and St. Ambrose Catholic Cathedral. This service is sustainable when new volunteers and contributors are constantly recruited. The work is predominantly done by retired and elderly church volunteers who do not reside in the downtown. The Connection Cafe is always in need of more groups to provide meals, more financial support, and more active volunteers within the four sponsor churches. The need is perhaps 50,000 free lunches per year, plus paid staff to help guests find jobs and access social services.

The Bridge Board needs more involvement by some of the 2000+ businesses, 14,000 + residents, and 75,000+ workers who engage in downtown life. Two initiatives are proposed to help meet all these needs.

i. THE CHURCHES ARE PROPOSING TO BE MUSIC CONCERT VENUES in order to increase appreciation for their faith communities' historic contributions to the downtown in general, and their Connection Cafe contributions to the poor in particular. This is an opportunity to showcase diverse local or regional musical talents within the beautiful spaces that are witness to over 150 years of faith traditions in the downtown. It will also introduce people to the outstanding music produced by the church pipe organs and the carillon. It is an invitation for more people to experience what makes the downtown a great place to live, work, grow and play; while asking for volunteers and contributions to serve those in need.

This proposal needs businesses to sponsor secular music concerts, by paying for musicians and publicizing the concerts to audiences they want to reach. It also needs a partner, such as the Des Moines Music Coalition, to work with church music directors to find musicians and organize concerts. Here are three examples that may fit within the self-interests of downtown businesses:

- LUNCH BREAK CONCERTS - sponsored by major downtown employers for employee appreciation and perhaps public relations purposes.
- HAPPY HOUR CONCERTS - sponsored by a broad range of downtown businesses for customer and employee appreciation, as well as possible public relations purposes. Concerts are immediately after work and might include a reception with snacks and beverages.
- DATE NIGHT CONCERTS - sponsored by restaurant groups for marketing and public relations purposes. The sponsor offers special promotional discounts to the sponsor's restaurants for dining that evening or in the near future.

ii. PROGRESSIVE FUNDRAISING DINNERS THAT INCLUDE CHURCH TOURS.

The four grand old Bridge Board churches are historic and cultural treasures that should be experienced at least once by anyone who is proud of downtown Des Moines. Tours will highlight the art, architecture, history, and immigration stories behind these landmark houses of worship. Each tour will share points of interest that most visitors never get to see.

Participating churches will partner with chefs, restaurant groups, or culinary schools to provide fine dining experiences in one or more of the churches being toured. Restaurants will provide services at cost, or below, as their contribution to Connection Cafe.

Real estate investment companies will be asked to be the primary partners in this funding effort. These may include apartment management, condominium sales, or residential construction businesses. The businesses will be asked to market or to give dinner tickets to their customers. This may fit into customer appreciation, marketing, public relations, or community-building aspects of their business. Part of downtown pride should include knowing something of the past, present, and proposed services provided by churches to the neighborhood. The immediate benefit will be a growth in financial and volunteer support for current services.

VI. Think Big for Holy Day Celebrations

Bishop Monnot has asked the Cathedral to host worship services for the entire community on Major Feast Days that do not fall on Sunday. This request is appropriate since we are the “Bishop’s Church”, and we are the liturgical center for the Diocese of Iowa. Bishop Betsey will preach and lead worship on these Holy Days, which might include 3 or more per year that are not already celebrated namely All Saints’ Day, Epiphany, and Ascension Day. Saint Paul’s has the technology to stream the worship services state-wide.

Perhaps we should be thinking big enough that Holy Day Celebrations become a service to the faithful of the Diocese by including significant in-person social aspects. It can be a time to re-energize local clergy, staff, and leaders. It may be an opportunity for rest and relaxation in Des Moines for local leaders. It may be a time for activists to gather and organize.

The Cathedral could do a little outreach to neighborhood businesses to create hospitality incentives for social gatherings after Holy Day worship. We could specifically seek hotel room discounts for out-of-town quests and restaurant discounts for group dining. With 57 churches in the Diocese, it seems reasonable to try to recruit an average of 10 carloads of overnight guests for each Holy Day Celebration. There are 7 nice hotels within a 6-block walking distance of the Cathedral that may welcome the chance to compete for this weekday business.

VII. Science Wednesdays: God Revealed Through Creation

America’s communications media frequently and graphically exposes people to the existential threats of our times: war, pandemic, climate change, various environmental disasters, gun violence, domestic terrorism, and drug epidemics. The average life

expectancies of Americans is now 3 years less than it was in 2019. Many people respond to these threats with despair, denial, or material and entertainment diversions. What does the Church say and teach to reassure people (especially young people) about our current conditions? Are we failing to articulate how Christ is the Savior and Redeemer of all creation?

Our Catechism states our teachings: We believe heaven and earth, all that is, seen and unseen is the work of a single, loving God who creates, sustains and directs it. Our world belongs to its creator and our help is in God. We are called to enjoy it and care for it in accordance with God's purposes. God reveals Godself through nature and history, as well as holy scripture. We are made in the likeness of God and have the capacity to love, to create, to reason, and to live in harmony with creation and with God.

It is important we bear witness to the joy and wonder of all God's works in order to grow in love of God; but also to reduce the despair and anxiety that is so common today. It is important for the Body of Christ (the Church) to stand on not only scripture and tradition but also nature, as documented through the tool of science, and history. We need to live the words of our Baptismal prayer: "Give them an inquiring and discerning heart, the courage to will and to persevere, a spirit to know and to love you, and the gift of joy and wonder in all your works." Modern knowledge illuminates our otherwise very dark world, when we seek it.

The Church exists to restore all people to unity with God and each other in Christ. Constant advances in science reveal the mystery and majesty of creation, and the intersections of the secular and the spiritual. It is important for the church to create a forum where experts can share their glimpses of God revealed through creation and informed through the tools of science. This is one approach to casting a lifeline to young people trying to make sense of our turbulent, modern world.

We propose recurring Science Wednesdays programs at the Cathedral that includes testimonials, pictures/videos, refreshments and discussion. These education programs are a means to get new people into our sacred space. They also could be recorded as webinars and live streamed to homes or multiple churches. Some speakers maybe celebrities, but these are not intended to be academic lectures. The intent is storytelling by local or regional professionals who share how they see the spiritual revealed through their knowledge of science. Videos and photos may help illustrate the knowledge they share.

The intended audience is predominantly students and young professionals, but people of all ages and backgrounds are invited. We believe this is much more than religious education. It is also an exercise in mental health therapy. This faith-sharing can help address the high anxiety so many people experience daily. Speakers will be asked to share knowledge and hope based on their expertise and spirituality.

We will ask major healthcare institutions to financially sponsor the program, to advertise it, and to promote it to their employees. We encourage the Diocese of Iowa to help organize this outreach or ministry program, perhaps through the Genesis II: Re-vision and Renew network. We propose recruiting churches in Ames, Iowa City, Cedar Falls, Dubuque and a few other college and university cities to join the Cathedral in creating this program.

Iowa has many great minds in health care; conservation and ecology; agriculture and biotechnology; astrophysics; and theology professions (to name a few). Let's ask them to share with others their experience of the gift of joy and wonder in all God's works.

Appendix B: Cathedral Vision Blueprint

The following is a working document that can be used by Chapter as a tool to manage the ministries of St. Paul's and ensure they are aligned with the mission and vision of the Cathedral.

Lever	Ministry	Details					Critical for Growth A(Now) B(Future)
		Description	Ministry Status	Personnel / Leadership	Time	Cost	
Worship at the Cathedral	Sunday Eucharist Service	8 am and 10 am Weekly Sunday Service	Active	- Clergy - Choir - Altar Guild - Readers - Lay Eucharistic Ministers - Ushers - Greeters -Audio/Video Operators - Flower Guild	- Sunday Mornings Weekly - Clergy planning time		A -- status-active and imperative. Resources are in budget
	Wednesday Midday Eucharist	Midday worship service	Active				A - active & staffed; requires additional promotion for downtown area
	Evensong	Evening worship service, Lessons & Carols, Holy Week	Active	Cathedral Choir, Howells, Diocese	Sept thru April except January		A- active & budgeted.

Lever	Ministry	Details					Critical for Growth A(Now) B(Future)
		Description	Ministry Status	Personnel / Leadership	Time	Cost	
Cathedral's Sacred Space	Holy Space for Public Prayer (open 7 days a week)	Great outreach to the community when staffed and physical plant is available.	Idea	Staff/volunteers			B -- not physically capable right now.
	Gardens and Labyrinth	Care of Creation and public accessible labyrinth.	Active	Weeders Group / Creation Care Committee			A-essential
	Undercroft	Part of sacred space of the cathedral	In-Progress	Undercroft Task Force		Capital Campaign needs to be started	A/B -- exists but not funding for upkeep
	Wednesday Nights at the Cathedral	A mid-week evening at the Cathedral where people can worship together and meet in small group communities based on their interests. Invitation to all parishes in the Dioceses Metro area.	Idea	Part of education team and leader			B -- development tied to undercroft. Until undercroft is available
Collaboration with the Diocese of Iowa	Service to smaller churches?-lay	Be a leader of the diocese through our people	Idea				B-funding and leadership through Diocese

Lever	Ministry	Details					Critical for Growth A(Now) B(Future)
		Description	Ministry Status	Personnel / Leadership	Time	Cost	
	ministers?						
	House Diocesan offices at St. Paul's		Idea				A-invitation to be visible and compelling
	Livestream	This can provide training as well as service access for the diocese.	Active	Promotion through Diocese newsletter	Promotion through Diocese newsletter		A-Essential
	Holy Day Worship and Celebrations	Be the liturgical center of Iowa and provide a forum for Bishop Monnet's teaching and leadership. Meet people by offering receptions and tours around each service. Arrange hospitality discounts to encourage participation from around the state	Idea	Promotion through Diocese newsletter and in community	Promotion through Diocese newsletter and in community	Cathedral budget	A-funding and leadership through Diocese Critical for Cathedral to be seen as necessary to the Diocese
	Science Wednesday: God Revealed Through Creation	Education program that includes videos, testimonials and food/beverage. Focus on the joy and wonder of God's works with stories of grace and hope revealed by science	Idea	Promotional opportunity for Diocese and Cathedral both for physical and electronic connections.	Promotional opportunity for Diocese and Cathedral both for physical and electronic connections.	Cathedral budget	A-funding and leadership through Diocese Critical for Cathedral to be seen as necessary to the Diocese

Lever	Ministry	Details					Critical for Growth A(Now) B(Future)
		Description	Ministry Status	Personnel / Leadership	Time	Cost	
Outreach and Service	Social Justice/ Creation Care	Works to actively and publicly welcome and support our immigrant neighbors by planning and participating in various activities and events, including collaborating with other faith groups and community organizations that provide direct support. Gathers to empower the cathedral and its neighbors, actively caring for the earth through educational events, the parish gardens, etc.					B-although no limit, requires committed volunteers
	United Thank Offering and ERD	UTO is entrusted to promote thank offerings, to receive the offerings, and to distribute the monies to support mission and ministry	Inactive?				B-although no limit, requires committed volunteers
	Cathedral Arts	All arts programs including Howells Scholars and Art Week	Active				A-reaches beyond cathedral, personal & electronic connections

Lever	Ministry	Details					Critical for Growth A(Now) B(Future)
		Description	Ministry Status	Personnel / Leadership	Time	Cost	
	After School Youth Program	intentional commitment to nurturing the spiritual lives of the children within our community through a youth choral program, a long held and cherished tradition of the Anglican faith.	Funded				A-grant received. In process of development -- Saturday program to begin
	Food Pantry	Weekly collection of food for the DMARC food pantry					B
	Bridge Board (including Connections Café)	The Bridge works to enrich the lives of those living, working, and worshipping downtown by offering opportunities for spiritual growth, community engagement, outreach, and support. https://docs.google.com/document/d/1s6qH_zi7jYQxTp_-KZZEXXvNXInmu5CH8OzglCm-H8k/edit?usp=sharing			Fourth Tuesday of the Month at 4:45		A-critical. These are connected currently. Bridge Board can expand to ministries beyond Connections Café.
	Connection Cafe	Provides, delivers, and serves the food at Connection Café	Active		Second Monday of the Month Noon Meal		A-critical for connection to business community;

Lever	Ministry	Details					Critical for Growth A(Now) B(Future)
		Description	Ministry Status	Personnel / Leadership	Time	Cost	
							potential to grow services
	Community Speaker Series	Speaker Series to promote national well-known speakers who challenge and excite learning and conversation.	Designed, need point person to get started				A-funded through grant. Outreach to community
	Community Conversations at the Cathedral	By creating intentional community gatherings and conversations that include racial, ethnic, and socio-economic minorities in the Greater Des Moines area we hope to: educate the majority population; build and strengthen relationships; identify ways to change systems which disenfranchise and marginalized minority groups; and bridge our current divides. We see these conversations as building community and empowering change.	Active through August. Congregational re-engagement.				A

Lever	Ministry	Details					Critical for Growth A(Now) B(Future)
		Description	Ministry Status	Personnel / Leadership	Time	Cost	
	Connection Cafe Benefit Concerts	Connection Cafe must constantly recruit new volunteers and donors to feed the downtown poor. We propose business sponsor benefit concerts at the Bridge Board Churches. Sponsors pay for musicians, advertising and admin.	Idea	Cathedral Arts Volunteers to recruit sponsors Volunteer greeters Technology operators	Monthly	Recruit sponsors among major downtown employers, real estate companies and other businesses. Use McCabe Trust funds to test new concert ideas.	B
Cathedral's Service to its Congregation (Pastoral Care)	Healing Ministry						A-essential
	Eucharistic Visits						A-essential
	Home and Hospital Visits						A-essential
Cathedral's Service to its Congregation (Parish Life)	Adult Formation	- Bible Study -Men's Study Group - Education for Ministry -Sunday Formation	Active			- Thursdays 1-2:30pm -Sundays @9am	A/B All of these ministries require active committees and leadership to continue. Not essential to new growth, but essential to continued connection of
	Prayer Shawl Ministry	Knits shawls, baby blankets, and chemo caps for blessing and distribution to	Active when needed			-last Saturday of the Month @10am	

Lever	Ministry	Details					Critical for Growth A(Now) B(Future)
		Description	Ministry Status	Personnel / Leadership	Time	Cost	
		parishioners in need of comforting prayers.					community and its health.
	Loaves and Fishes	Provides meals for parishioners and their families during times of special need.	Active				
	Fellowship and Fun	Coordinates trips, visits, activities, meals, and outings to help us get to know one another and have fun together.	Active/In-progress				
	Coffee hour	Plans and arranges for refreshments after the 10:00 am Sunday service.	Active				
	Godly Play	For children ages four through fourth grade, entry into parables, silence, sacred stories and liturgy as a path to discovering God	Inactive				
Fiscal Management	Finance		Active				A -- responsibility of the Chapter
	Investment &		Active				

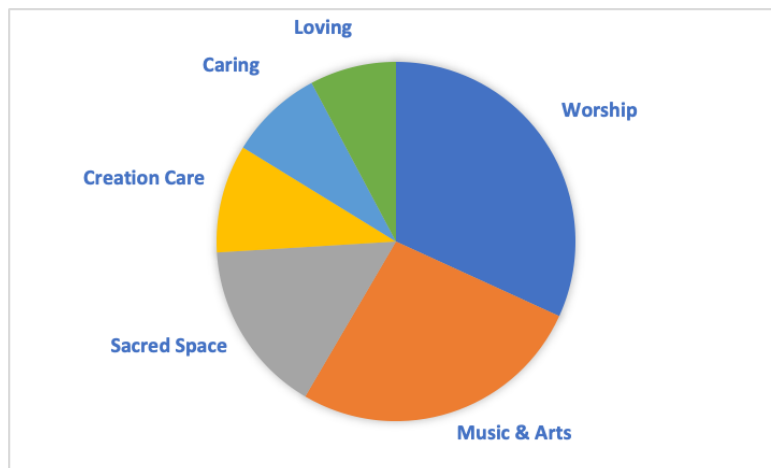
Lever	Ministry	Details					Critical for Growth A(Now) B(Future)
		Description	Ministry Status	Personnel / Leadership	Time	Cost	
	Endowment						
	Fundraising		In-progress				
	Property		Active				
Communication & Technology	Internal	Newsletter	Active				A-Essential This is part of the means to achieve required contacts with St. Paul's for growth
	External	Website, Facebook, Google	Active				

Appendix C: Cathedral Congregant Survey Results

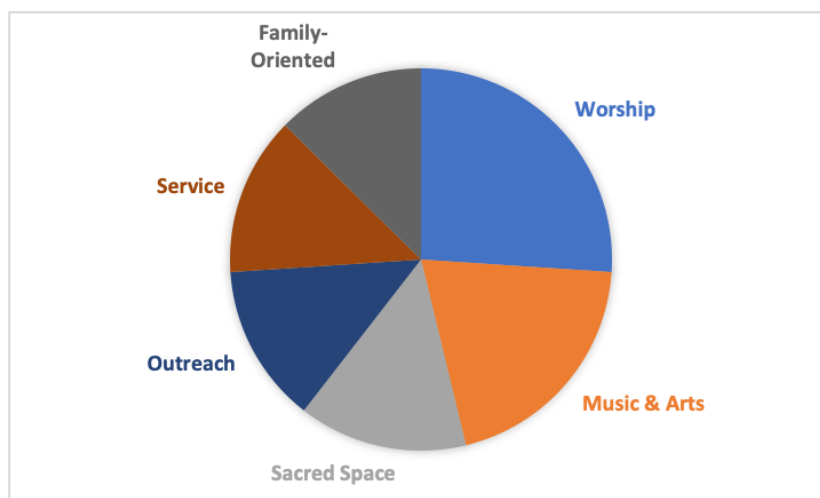
Total Number of Participants: 56

Summary

The following six words/phrases were those most commonly selected by survey respondents answering the question “What of the following do you currently closely associate with St. Paul’s Cathedral?” The pie chart below shows the relative prevalence of each of these six.



The following six words/phrases were those most commonly selected by survey respondents answering the question “What of the following would you most like to have associated with St. Paul’s Cathedral in the future?”



The following summary observations can be made from these results:

- Worship, music, arts and sacred space were primary to both current identity and future vision;
- Secondly, orientation shifted towards outreach, service and family/fellowship/small groups as important aspects of future vision.

Detailed Results

Q1: The Cathedral’s mission statement is: “The Cathedral Church of St. Paul, the Cathedral and liturgical center of the Episcopal Diocese of Iowa, is a vital metropolitan Christian community. We are committed to accepting and giving Christ’s unconditional love through worship, fellowship, education, and service within and beyond our parish church.”

On a scale of 1-10, with 10 being the most accurate, how accurately does this statement reflect St Paul’s currently?

Min 3
 Max 10
 Mean 7
 Mode 5

Q2: What of the following do you currently closely associate with St. Paul’s Cathedral?
 Select up to six.

Q3: What of the following would you most like to have associated with St. Paul’s Cathedral in the future? Select up to six.

Choice	Q2 (Current)	Q3 (Future)
Biblical	0	3
Caring	13	7
Christ-centred	10	13
Creation Care	15	9
Des Moines Focused	7	7
Education	0	11
Evangelism	1	7
Family-orientated	3	15
Generous	3	3
Global Missions	0	1
Grace	4	5
Growth	0	11

Choice	Q2 (Current)	Q3 (Future)
Healing	2	3
Heart of the Diocese of Iowa	9	13
Holy Spirit Led	1	6
Inspiring	6	5
Integrity	3	1
Local Missions	3	7
Loving	12	10
Merciful	0	0
Ministry	12	7
Music / Arts Focused	41	24
Other	5	3
Outreach	11	16
Pastoral Care	4	12
Prayerful	11	4
Reconciliation	1	2
Sacred Space	24	17
Service	11	16
Small Group Communities	1	12
Social Justice	10	12
Thoughtful	11	4
Unifying	3	5
Worship	49	31

Top 6 Results

Q2 (Current)		Q3 (Future)	
Worship	49	Worship	31
Music / Arts Focused	41	Music / Arts Focused	24
Sacred Space	24	Sacred Space	17
Creation Care	15	Outreach	16
Caring	13	Service	16
Loving	12	Family-orientated	15

All Results Filtered Showing Ministry Descriptions Only

Q2 (Current)		Q3 (Future)	
Worship	49	Worship	31
Music / Arts Focused	41	Music / Arts Focused	24
Sacred Space	24	Sacred Space	17
Creation Care	15	Service	16
Ministry	12	Family-orientated	15
Service	11	Heart of the Diocese of Iowa	13
Social Justice	10	Social Justice	12
Heart of the Diocese of Iowa	9	Pastoral Care	12
Des Moines Focused	7	Small Group Communities	12
Pastoral Care	4	Education	11
Family-orientated	3	Creation Care	9
Local Missions	3	Ministry	7
Small Group Communities	1	Des Moines Focused	7
Education	0	Local Missions	7
Global Missions	0	Global Missions	1

All Results Filtered Showing Cathedral Characteristics Only

Q2 (Current)		Q3 (Future)	
Caring	13	Outreach	16
Loving	12	Family-orientated	15
Outreach	11	Christ-centred	13
Prayerful	11	Growth	11
Thoughtful	11	Loving	10
Christ-centred	10	Caring	7
Inspiring	6	Evangelism	7
Grace	4	Holy Spirit Led	6
Family-orientated	3	Inspiring	5
Unifying	3	Grace	5
Generous	3	Unifying	5
Integrity	3	Prayerful	4
Healing	2	Thoughtful	4
Evangelism	1	Generous	3
Holy Spirit Led	1	Healing	3
Reconciliation	1	Biblical	3
Growth	0	Reconciliation	2
Biblical	0	Integrity	1
Merciful	0	Merciful	0