

Episcopal City Mission

Strategic Plan

January 26, 2007

Episcopal City Mission -- Strategic Plan Introduction by the Board Chair

On behalf of the Board of Directors of Episcopal City Mission, our dedicated chaplains and staff, our faithful volunteers and the children we serve, I am pleased to introduce the strategic plan presented on the following pages. It was our goal to create a living document, a plan that will not only ensure the future of Episcopal City Mission but also will allow us to enhance our vision of providing hope and healing to children in detention.

The strategic plan is the culmination of more than six months of collaboration by representatives from all facets of our organization. During that process we have conducted meetings, focus groups and interviews with countless stakeholders. We have evaluated our strengths and vulnerabilities. We have examined our numerous opportunities and shared serious concerns about our future. We intend to use this first Episcopal City Mission strategic plan as a vehicle to improve our organization in every aspect. We believe this will yield a strong foundation -- a foundation that will ultimately increase our ability and capacity to serve the growing number of children in detention.

Episcopal City Mission has a rich history of ministry, dating back to the early 1950's. This strategic plan is firmly rooted in that heritage of serving those with the greatest needs. I can assure you that as we move forward together, Episcopal City Mission will be keenly focused on strengthening our mission of serving children in detention. We believe that our unique mission and our expertise allow us to truly make a difference in our community, one child at a time.

Thank you for your interest in Episcopal City Mission. With God's grace and your support we are confident we will continue to provide hope and healing and rebuilding lives!

Sincerely,

Robert J. Falk
Chair of the Board
Episcopal City Mission
January 2007

Episcopal City Mission -- Strategic Plan

Mission Statement

Chaplaincy providing support, hope and healing to children in detention.

Tag Line / Positioning Statement

Providing Hope & Healing for Children in Detention

Values, Beliefs and Guiding Principles

As we work to meet our mission, we are guided by:

- Our belief that all children have spiritual needs and the right to have those needs met.
- Our belief that all children are valuable. Being in detention does not change a child's value.
- We value our connection to the Episcopal Church.
- Our respect for a wide range of religions and belief systems. We respect the diversity of our chaplain staff and the children we serve.
- Our recognition of the need for transparency, honesty and accountability in all that we do.
- Our belief that Episcopal City Mission should be free and independent of other programming at the detention centers. We should be in the system but not of the system. Our chaplains should be a safe place/sanctuary who guard against being drawn into triangulation with the child and the staff.

Vision Statement

In the places we serve, we will make a difference in the lives of all the children we touch.

Episcopal City Mission Strategic Plan

History

The Episcopal City Mission has a long and rich history of chaplaincy ministry in the St. Louis area. In 1894, a lay member of Christ Church Cathedral, Charles Holmes, held the first service at City Hospital. The ministry spread to other City institutions including the Jail, the Poor House and the Asylum and other Protestant denominations became involved. In 1953, an ecumenical agreement among the Protestant denominations formed the Metropolitan Federation of Churches. At that time, Episcopal City Mission redefined its purpose and assumed sole responsibility for chaplaincy to the Juvenile Court in St. Louis City and County.

Over the years, chaplaincy services expanded to include counseling and led to the formation of Care & Counseling. While Episcopal City Mission remained a separate entity, the two organizations shared a board of directors and an executive director. In 1996, this arrangement was discontinued so that each organization could more effectively pursue its individual mission. Close ties between the two organizations continue.

Today, Episcopal City Mission provides chaplains to three locations: St. Louis City Detention Center, St. Louis County Detention Center and Lakeside Residential Center. As the newest strategic plan is adopted, the Board of Directors restates the commitment to providing hope and healing for children in detention.

Episcopal City Mission Strategic Plan

Core Strategies

1. Enhance financial stability and assure future funding
 - Maintain, broaden and diversify funding base
 - Continue to fine tune systems which assure timeliness on all resource development & allocation
 - Create and implement a long term giving program (planned giving, endowment)
2. Invest in infrastructure development to secure long term organizational viability
 - Develop an organizational design which meets current and anticipated staffing needs
 - Develop a comprehensive annual operating plan/business plan
 - Continue to develop Administrative Manual
 - Develop comprehensive technology plan to meet current and anticipated needs
3. Fortify Governance & Leadership (Board)
 - Continue to strengthen and diversify the leadership pool
 - Construct board development and training program
 - Review and revise organizational committee structure & decision making process
4. Enhance Episcopal City Mission's community presence and profile
 - Strengthen existing communications network within Episcopal Church
 - Create partnerships with the broader faith community
5. Chaplaincy Program Goals
 - Identify methods of assessing impact and qualitative outcomes
 - Develop plans for expanded chaplaincy services

Episcopal City Mission Strategic Plan Goals & Objectives

Goal #1. Enhance financial stability and assure future funding

a. Maintain, broaden and diversify funding base
1. Maintain existing funding database
2. Develop options for broadening Episcopal funding base (includes review of existing fundraising activities & events)
3. Develop opportunities for diversifying individual funding base
4. Develop plan for approaching new corporate & foundation funding sources
5. Implement plan
b. Continue to fine tune systems which assure timeliness on all resource development & allocation
1. Maintain database of existing grant sources (includes organization, type of support, calendar, \$\$ and timeline history)
2. Develop comprehensive grant calendar
3. Adopt & utilize plan/system
c. Create and implement a long term giving program (planned giving, endowment)

Goal #2. Invest in infrastructure development to secure long term organizational viability

a. Develop an organizational design which meets current and anticipated staffing needs (includes recruitment, professional development & succession planning)
b. Develop a comprehensive annual operating/business plan
c. Continue to develop Administrative Manual which includes:
1. Policies and procedures for: personnel, finance, volunteers
2. Job descriptions for staff, board & volunteers
d. Develop comprehensive technology plan to meet current and anticipated needs (includes computers, telephones, electronics and other equipment)

Goal #3. Fortify Governance & Leadership (Board)

a. Continue to strengthen and diversify the existing leadership pool
1. Complete inventory/audit of existing board & identify target areas for growth/expansion
2. Establish process for cultivating future committee and board members
b. Construct board development & training program
1. Develop training plan which includes orientation, annual board retreat, teambuilding & board/staff relationship training
2. Design and implement succession planning process
3. Design & implement Board self evaluation process
c. Review & revise organizational committee structure & decision making process

Goal # 4. Enhance Episcopal City Mission's community presence and profile

a. Strengthen existing communications network within Episcopal Church
1. Reactivate & staff Parish Ambassador program
2. Develop plan for communications process within the Episcopal Church (includes print and electronic)
b. Create partnerships with the broader faith community

Goal #5. Chaplaincy Program Goals

a. Identify methods of assessing impact and qualitative outcomes
b. Develop plans for expanded chaplaincy services (to better reach clients, parents/guardians & staff)