



TASK FORCE FOR GROWTH

REPORT



JANUARY 27, 2016
ST JOHN THE DIVINE
SUN CITY CENTER, FL

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HISTORY

When we sold the Ruskin church, after closing costs, we netted \$543,880, half of which was sent to our current lender to reduce the mortgage. That left us with \$271,940 for our discretionary use. We found that there were many excellent suggestions for the best use of this money.

This decision was so important, the plan was to take a closer look and appoint a task force. The task force would garner input from the congregation, other information sources, assess our current needs, and make recommendations to the vestry. Becoming a fully multigenerational community that is growing and will be ministering to generations yet to come is our goal. This money will be an important piece of the puzzle that assures such an outcome. A Task Force for Growth was assembled. Current members of the group are: Katie Arp, Susan Arp, Alyson Barrett, Richard Beebee, Cher Cerebe, Carol Croll, Michelle Garis, Jay Sparkman, Joel Taliaferro, Brooke Taliaferro, Don Van Gelder and Kevin Warner.

In basic terms, the plan to grow the church (get more members) is to attract people to SJD. Present them with a comfortable religious experience, and follow up to get them involved in church activities. The end goal is for them to become members of SJD.

The basic elements to accomplish these goals is briefly described in the Executive Summary and detailed in the rest of this report.

EXECUTIVE SUMMARY

The Task Force has completed the “think tank” Focus Groups. The groups were held in the evenings and after each Sunday Service. Eighty members inputted as to how they would grow the church. Other subjects were what we do well and what needs improvement.

An email address was established for church members to send their ideas directly to the Task Force.

Most people who are looking for a church use the internet before going to the church. The Task Force has reviewed over 25 church websites to see how they interface with newcomers. This information will be used to make our website friendlier to newcomers. Additional information has been gathered to enhance our website. We have also shared this information with Ed Brown our Web Master.

We have visited other churches to understand their church services and education structure and have experienced how newcomers are welcomed.

Our advertising group has been studying where to advertise our activities and events to broaden and enhance our profile in the South Shore community. We also plan to recommend contacting newcomers moving into the area directly by mail.

Enlarging the church sign on route 301 and clearing the brush will help make the church easier to find. Additional landscaping in the front will improve our “curb appeal.”

The “Welcoming Ministry” is in the process of being formed. The purpose of which is to properly greet newcomers and encourage them to join St John the Divine. This is a big undertaking and will need our church members help to be successful. It has been shown that most new church members are friends or acquaintances of existing members.

Many churches are rebranding and creating a friendlier name and/or logo. The Task Force will recommend that SJD seriously consider this technique to soften our image and create wider geographic appeal.

Additional general purpose rooms will be required to enable multiple activities to be scheduled at the same time.

Future staffing will also be required.

BRANDING

When we consider the religious tenor of America today it is easy to become discouraged. America has become a post-Christian, post-denominational culture which is, at best, neutral to organized Christianity and, at worst, antagonistic toward it, especially main-line denominational churches. Virtually all denominations are shrinking at a precipitous rate, with the Episcopal Church diminishing the fastest.

When we look outside of our denomination we see other churches that are not struggling to survive, but are thriving. Non-denominational churches lead the way but since we are part of a denomination structure such comparisons are not helpful. The question is: are there any denominations that are growing?

For the last 24 years the fastest growing denomination in America has been the Assemblies of God. There are many reasons for their growth but part of their model involves leaving off the denominational tag when planting new churches. What once might have been “First Assemblies of Anytown” might instead use one of the following: “Anytown Community Church”, “CrossRoads”, “The Way”, “Northpoint”, etc.

Another mainline denomination that has been in decline is the Southern Baptist Convention. Their response is to aggressively plant churches but without the SBC brand. You may have heard of Saddleback Church headed by pastor and author Rick Warren (The Purpose Driven Life) but did you know it was part of the SBC? Locally, the Tampa-based church The Crossings with a satellite site here in SCC is part of the SBC but presents as a non-denominational parish. Likewise, one of our own Episcopal parishes, Trinity, Wall Street, does advertise itself as associated with the Episcopal Church but is unabashedly Episcopal.

As mentioned above, America became a non-denominational culture. Unless already entrenched in a denomination, people looking for a church are more likely to “shop” for a church without a denominational tag. One church in California tried an experiment and “rebranded” itself from “St. Columba’s Episcopal Church” to “Santee Community Church, A Christian community worshipping in the Episcopal tradition”, began a mid-week outreach program to youth and grew to over a hundred. After a transition in leadership they returned to their denominational branding and today see less than twenty on a Sunday.

Our recommendation is that we rebrand St. John the Divine, Sun City Center to: “SJD – South Shore.” This speaks to our desire to be considered a church for all ages, not seniors only, and will make it more likely that unchurched folk will give us a try. Rebranding has many aspects to it, but to be effective it must be complete and include:

- Website
- Print media
- Signs, including current signs on 301 and Del Webb
- Letterhead, business cards

- Phone greetings, both recorded and live

Such a rebranding does not change who we are, that this is an Episcopal Church, or require anything of current membership. It does, however, position us for more dramatic growth in the future.

Church Marketing

Church marketing is an effective way to promote the congregation's identity with the community, and open hearts, open minds, and open doors with the community. It provides the opportunity to show that church is not only somewhere you go but something you want to do. Church ads can differentiate us in the community – inviting people to “rethink” church with a voice of welcome.

Being able to understand and communicate on the level of the people who will be reading our ads is vital to our success. We must speak our readers' language if we expect them to read what it is we have to say. The first thing we need to do is to capture the interest of our target audience, so every ad we place must have a strong headline.

The goal of all our marketing must be to get people to change their normal Sunday habits and decide to come visit our church or join us when they first move into our community.

What Marketing Can Do

Marketing is not a panacea for all church ills, but it can be a major part of a sound church growth mix. Consumers who buy services almost always buy them from an organization they knew about before their need occurred. Marketing increases the likelihood that more consumers will know who we are when they are ready to look for a church.

Church Growth consultants know that low morale is one of the plagues of many churches. A positive marketing strategy can raise people's morale and can give them a point of reference for inviting people to church.

Through marketing, potential visitors can learn of the opportunity for a personal and rewarding relationship with the living God. They can learn of our church's desire to meet their needs. They can learn of our acceptance of new people.

Though most people cannot verbalize what attracts them to one church over another, one of the magnets is the "look" or "image" which is projected by the church. Marketing can create an inviting image and communicate specific opportunities, times, dates, and places for involvement.

Marketing offers a church the opportunity to tell the community what it wants them to know; ideals such as our desire to be helpful, our assurance of acceptance, the enthusiasm of present members, and the sense of fulfillment Christ brings to life.

Our strategy should focus primarily on South Hillsborough County: Sun City Center, Apollo Beach, Riverview, Wimauma, and Ruskin. The audience targeted is the newly retired, the 55+ communities, and families.

Our research indicated three primary categories, paying close attention to how relevant and effective each might be in communicating with the diversity of our audience.

WEBSITE A quality website is a major marketing tool. The goal is to create a space on the internet that clearly and attractively conveys our values, personality and message.

Today if you wish to research something, you will probably start with the internet. It's the same way for people looking for a church. Eight out of ten church visitors first visit the church website before they step foot in the door. 75% of first time guests have already formed an impression of the church based on its website.

In the year 2015 the SJD website had a total of 21,450 hits. Of those hits only 155 were "contact us", 21 "about us", and 5 "find us".

Most church websites make it very clear on the opening screen that they welcome newcomers. As a matter of fact, many church websites start with "Welcome Home."

Some characteristics of these sites are:

- Colorful
- Pictures of the church, functions, and children
- What to expect if you attend a service
- Where to park
- How we are different than other churches
- What we stand for
- Call ahead and let us know you are coming
- Descriptions of the services
- Site is clean and up to date

We do not have to reinvent the wheel. All of the above characteristics are already available to us on other church websites. A few examples are:

- Methodist Church sccumc.com
- TNL Church (Englewood, CA) tnl.org
- The Father's House (NY) tfhny.org
- St Andrew's Presbyterian sapres.org
- St Matthew's Episcopal Church, Orlando, FL
- Trinity Baptist Church, SCC, FL
- Corpus Christi Episcopal Church, Texas
- Westwood Baptist Church, Live Oak, FL
- Christ Church, Vero Beach, FL

If we do not do a good job on the above we will be turning away new members and never know it. SJD needs to build a compelling “Welcome New Members” front end on our website. We suggest we contract with a web designer to accomplish this.

SOCIAL MEDIA and, Twitter, etc.) where the culture is increasingly communicating even for spiritual discussion. **DIGITAL OUTREACH** – (Facebook, Instagram)

The use of social media is arguably the fastest and most cost effective outlet for advertising and communicating. While it may seem that social media is only for the younger generations, there are an increasing number of people who are using social media networks, Facebook, Instagram, and Twitter, to keep up with what is going on in their community and beyond.

By sharing up to date information via a Facebook page, SJD will be able to instantly reach our community as well as their friends. When someone “checks in” to SJD for a service or event, it is noticed by everyone they know. When a parishioner posts pictures of the beautiful flowers on the altar on Sunday, interest is generated beyond those who attended church that week.

We propose that we put an intentional force behind our use of social media, beginning with Facebook. Posting “real time” pictures and events as they’re happening to generate more interest and open us up to the digital world. By creating posts and links to original content, visitors to our Facebook page will get an inside look before they even step foot in our church. In the same sense, people who already attend can keep up while out of town, or look forward to seeing and sharing an event they were a part of.

When someone “likes” our Facebook page, the number of people viewing our posts is instantly multiplied by “sharing” an SJD post to your own personal page. The more people who “share” a post, the more views it gets, and the farther it reaches. This helps to generate organic conversation about your faith journey in real life, as well as connect with others about what is going on in theirs.

A few test posts have happened so far, and the results have been overwhelming. With a strong intentional force behind this, including teaching current parishioners the techniques of “sharing” posts, our social media presence could really take off.

Social media isn’t just for “showing off,” it is also an effective platform for generating online conversation. This could range anywhere from needs of the community to a survey of sermon topics. It can allow us to see how many people are interested in a specific event, or what days might work best for them for something before the event is actually planned.

We could do a “spotlight” on different ministries or parishioners on a regular basis, anything that will keep people interested and informed. Contests for “sharing” or “liking” or “commenting” on posts are also an effective way to keep people coming back. Along with an effective website, Facebook is an important digital presence and well thought out posts can really make the difference between a church that is “with it” and one that isn’t. The cost of this project is nothing, unless we decided to do some advertising on Facebook.

There are many more ways to increase the digital presence of SJD, once our Facebook and Website presence is strong. Mobile technology is becoming acceptable in almost any location, and it is up to us to grow with the times to continue to reach new people.

Another way to use Facebook is to Place Ads on Facebook. There are instructions in the appendix to help accomplish this.

PRINT

Newspaper Advertising: Use the paper that reaches our ministry area. Stick to one theme in each ad. Make it humorous. Ask for a response.

Focus on communicating to people within a twenty mile radius of your church's campus (ministry area). Any ad program must include Sun City Center, Apollo Beach, Riverview, Wimauma, and Ruskin. This can be done by using the following print outlets:

News of Sun City Center.
News of Kings Point
The SCC Observer
The Observer News and The Current.
Osprey Observer
The Tampa Tribune.
The Tampa Bay Times.

Utilize print marketing as well as flyer inserts in the publications. Inserts to specific subdivisions should be considered when targeting specific groups such as families with school children, retirees, and age restricted communities.

We should promote “felt needs” messages throughout the various communities of South Hillsborough County. People are looking for help with their children, marriages, and careers.

Details of cost of ads are provided in appendix #1 for your consideration.

DIRECT MAIL is most commonly used to describe a type of advertising in which marketers send printed ads, letters, or other solicitations through the postal mail to large groups of consumers at once.

The Task Force recommends a “New Mover Letter” that sends a “Welcome to South Shore” letter to select people who just move into our targeted area. These letters can be directed at new retirees moving into age-restricted communities. Sun City Center being the prime target. This information is obtained through local resources.

Another form of direct mail can be postcards that either welcome people to the area or announce one of our events.

Other forms of advertising may include

Posters and banners (indoor and outdoor)

Outdoor signs

Local community and civic events.

Word of mouth.

Radio/TV

Flyers

Business cards

Church Sign on Route 301

We recommend that the sign be enlarged and redone to create additional church awareness on Route 301.

The existing Church sign on route 301 is in a good location. The visibility from both the north and the south is very good. (Assuming the brush is properly maintained) The sign is fabricated with corrugated plastic sheet board and has held up very well. The sign can be raised up and made larger within the following limits.

The Hillsborough County Zoning ordinance places the following restrictions on the sign on the church property.

- Maximum height is 15 feet
- Clearance beneath the sign is at least eight feet
- Set back at least ten feet
- Total sign cannot exceed 50 square feet
- A licensed contractor must submit the permit request to the County.
- Permit can be issued in three to four weeks.

Taking the above restrictions into consideration the best solution probably is to fabricate a sign either six foot by eight foot or seven foot by seven foot.

The estimated cost using the same material, without the permit, should be less than \$1500.00.

We can place a second sign on Route 301 if desired.

When the brush along route 301 is removed, traffic on 301 may be visible through the windows on the east side of the sanctuary. Some type of window treatment (frosting, curtains, blinds, stained glass) along the bottom of the windows may be appropriate.

WELCOMING MINISTRY

The purpose of the Welcoming Ministry is to bring in new members to St. John the Divine and making them feel comfortable at their first visit. We will attempt to do this by:

1. Welcoming them warmly.
2. Sitting with them if they desire.
3. Explaining the service to them if they desire.
4. Introducing them to the clergy after the service and indicating to the clergy this is their first time at SJD.
5. Introducing them to SJD members during coffee hour, staying and sitting with them while they are there.
6. Show them around the church.
7. Have them fill out information sheet about themselves.
8. Give them a packet that explains a little about SJD (ministries, times of services, etc.). We will have other items in the packet and a small loaf of bread with a tag saying, 'Thank You for breaking bread with us at SJD.'
9. Hopefully, Welcoming Ministry members will be willing to make the bread at least once a month.

We will need at least six (6) Welcome Ministry Members (from now on known as WMM) for each service so that three can be scheduled on alternate Sundays or be scheduled for two Sundays a month. The WMMs need to be at the church 20 minutes before the service starts. One person will need to be a coordinator for each service to make sure we have the doors covered before the service begins. Hopefully, we can bring in more WMM as time goes on. The more WMM we have, the more new members we will, hopefully, bring into SJD. We welcome and pray current Greeters will become members of the Welcome Ministry.

Members who are willing to take on this wonderful and meaningful ministry will need to come to at least one training meeting where they will be trained to:

1. Recognize new people and /or a prospective new member.
2. How to approach and talk to them.
3. How to assist them in their first visit.
4. Introduce them to the clergy members at coffee hour.

Hopefully, we can start training the beginning of February.

A proposed "follow up" procedure will be discussed at the training sessions. We will set up several training days/times so all will be trained and receive guidelines to track new members. Tracking new members will be established by having SJD members (not necessarily WMM) living close to a prospective member call them and offer to bring them to any scheduled event at SJD, sitting with them and introducing them to others sitting at the same table, etc. It is awkward, for some people, to come to an event alone, sit down at a table and have no one sitting at the same table to greet them and talk to them. Think of SJD as your home and welcome new faces with a smile and greeting, just as you would at your own home.

SJD members will also meet once a month to discuss people that may be prospective members. Since we have 3 services, it's important we have a representative from each service at our meetings.

A bulletin (tri-fold) will need to be developed listing the ministries available at SJD that will become one of the entries in the welcome packet. We would like someone that is proficient in putting tri-folds or a small booklet together so we have them available to all people coming into SJD's door and also to be placed into the packet. Hopefully, we can make a tri-fold or booklet by the end of January if we can find someone to come forward and offer their services.

Quarterly Welcome Parties shall be held to celebrate the newcomers to SJD. Pictures should be taken during the party to post in Revelations or on bulletin boards. It is very important that the Rector, Sr. or Jr. Warden and a couple Vestry members and a couple WMMs be in attendance at the party. Depending on the amount of newcomers, the Welcome Party will be held at a member's home or at the church. Invitations will be mailed to new members and the length of the party should be approximately an hour and a half. We have found that if you invite them for Wine, Iced Tea, and Hors d'oeuvres, it has been well received.

WMMs will need to coordinate with our LEMs (Lay Eucharist Ministers, those serving at the Altar on Sundays), so those serving in this ministry will know there are visitors and/or prospective members at the same service, and to also welcome them to SJD after disrobing and joining those at coffee hour. The ushers need to be informed also to welcome them at the end of the service. The Verger, Thom Brown, plays a very important role in this ministry, and definitely needs to know there are prospective members present at each service, since he is at all three services and is in charge of the LEMs, Ushers, and the WMMs. A Verger, in this day and age, is one who carries a staff and leads all participants in the Episcopal Service. He should be informed of all "prospective" members through our monthly meetings and, if he is unable to attend the meeting, be given a list of those names and what service they attend(ed).

This ministry is truly very easy (after some training) and the rewards of bringing in new members is insurmountable! Not only do we inherit more Christians who will hopefully give us their time, talent, and treasure, but also be Disciples of Christ and bring in their friends, acquaintances, and their unchurched friends into the love and light of Christ at St. John the Divine.

Brooke and Joel Taliaferro – Advisors and Trainers

SUNDAY SERVICE ENHANCEMENTS

Church attendance is decreasing not only because of a decline in attendance but also because of a decline in the frequency of attendance. If half of the members miss one Sunday a month, the average Sunday attendance (ASA) is significantly lower than the whole membership.

We propose that the reason for the decline in the frequency of attendance is that attendance is less meaningful. We would like to raise the expectation of being active in the church and to provide additional choices on Sundays to encourage attendance and to provide more choices and reasons to attend. We feel the additional choices will also encourage new members.

The first part of the plan is to update and change some of the aspects of the worship service. We still want some of our Episcopal traditions but also would like to see some new ideas for our present members and to help interest the first time visitors and to keep people of all ages coming back Sunday after Sunday.

We would continue to have multiple services on Sunday with a variety in the type of service. One service (the current 9:15 service) will be more contemporary minded. Music would be about 20 minutes of the service with a band or guitar leading the music. Another 20 minutes would concentrate on the liturgy and the final 20 minutes would be communion. The service would have a more casual feel.

All services would include the entire service in either the bulletin or the projection screen or both. We feel this will make the service friendlier for everybody. It is sometimes hard to understand the jumping around in the Book of Common Prayer, the hymnal, the bulletin, and the screen.

Birthdays and anniversaries would be a bigger part of each service to bring back some of the "I am special" feeling when your birthday/anniversary is showcased.

Announcements would be made at a point after the announced beginning of the service, so that new visitors do not feel like they arrived late. Also, the announcements should be at a time when the LEMs and ushers are in the sanctuary to hear them. Additionally, the announcements would be on the screen to give additional details that may not have been said or heard.

People of all ages will be encouraged to participate in the services and accommodations will be made to make people feel they can participate. For example can we do some of the liturgical readings from a spot where stairs are not part of the

equation? Can we encourage new readers by giving them the opportunity to make a mistake without feeling like they have failed? Do we have a family that can usher together on a Sunday? Would the couple that quietly sits in the back row be thrilled with the opportunity to present the wine and the bread? Do we have a middle school or high school student that can play their instrument for offertory? Is there a family that can do some of the Sunday duties of the altar guild? We want church to be a safe place to not be perfect.

Sermons would include topics and/or examples that relate youthful and family friendly. We need the young people to be able to relate and hear themselves in the sermon. Perhaps some sermons can start with a drama to illustrate a point? Can the children be involved in a sermon?

We are aware that not all ideas will work. Some will fall flat on their face and others will appeal to many. Tweaks will be needed. There is not one answer for all, so each service would offer something different to give everyone choices. Also, each service does not have to be the same each week. Let's think "outside the box" and try something new.

Outside of the worship services, we propose additional activities to bring people to the church and to encourage them to stay longer. The longer we are at church, the more friends we will make and the more involved we will feel. We want everyone to feel as if they are an important part of the church. Each person should feel as if they make a difference. Each person should feel that they are involved in something bigger than themselves. It might also be true that while some people enjoy and are able to spend multiple days each week at the church, attending more than one day isn't feasible for everyone in our congregation or the community we wish to reach.

Before, after, and between services we will offer many opportunities to extend your day at SJD. Study, action, food, child care, and fellowship will be available through-out the morning and possibly the afternoon.

We will have bible studies, Sunday school for all ages, book clubs, a movie with a discussion to follow, and presentations from community leaders will be available for everyone to learn more. Many of the topics will be directly related to religious study but we will also include some topics of interest to specific age groups. For instance, we could have someone from the community to talk to us about how to prevent falls or how to survive your child's teen years. We can watch a secular movie and tie it back to the bible or morals in the discussion following the movie. Bible studies can come in all shapes and forms.

We would also want to have time for different ministries. We can have outreach sessions where we help others while at the church (make some box lunches for migrant

workers) or where we actually go out into the community to serve. This section could take a variety of looks but the emphasis would be on action. What can we do? Where can we help others? Where can we be bigger than ourselves? What actions can we take? We could highlight an outreach of the month. This will help to complete our mindset of in, up, and out.

During our Sunday at SJD we cannot forget the children. Nursery will need to be available throughout the entirety of the Sunday events so that parents have the opportunity to participate in other activities. All children will need to be given the opportunity for study and/or action on each Sunday. Different ages will have different needs and different attention spans. We need to have a variety of opportunities that extend, like the nursery, throughout the entirety of the Sunday events. The programs for the children are important for both the children and their parents. We want the children to have more than a day care experience and we want the parents to have the opportunity to be involved in activities with and without their children. We want more than just the words “wiggly children welcome” we want the actions and commitment to go with the words.

Children cannot and should not sit quietly for hours on end. We propose building a playground to include a swing, climbing equipment, and a safe place to make noise and run around. The area would be fenced in and be available for public use. This could be a tremendous asset to our community because it would open us up to the community as a safe place to bring your children and grandchildren to play any day of the week.

Coffee hour is already a big part of our Sunday experience. Each week many hands set up and provide many treats for us to eat and enjoy while we are in casual conversation with our friends. We propose including a light breakfast in addition to the current treats in order to help extend our stay at SJD. We could grab an egg sandwich on our way into our service or have a scoop of egg casserole during our bible study. Perhaps one Sunday of the month can be “Pancake Sunday”!

We are proposing a lot of great ideas to extend our Sunday to reach beyond the worship service, but all of this takes organization and space.

SPACE RECOMMENDATIONS

The building we are now in has two large “activity” areas, but is lacking smaller classroom space. We are proposing adding an additional building to house our current office space and additional classrooms. Our current building was never designed to house all of our administration activities and we are overcrowded in the space we are currently using. Moving the offices to a new location will give us more space to conduct all of our activities and will open up space in our current building for some of our children’s activities/areas. It would also allow us to lessen our utility costs during the weekdays when activity takes place mostly in the offices. We feel it is important that our youngest members are in the same building as their parents. The Sunday school can stay in the room they are currently in and the nursery could move into the rector’s office and the administration space can revert back to a large conference or meeting room. Additional classroom space is necessary to accommodate our bible studies, lectures, and outreach activities. The choir needs a place to practice and the LEMs and Choir need a place to robe. Additional accommodations would house the administrative function and the rector’s offices. An area to house some basic tools is needed so minor repairs and maintenance can be instantly completed. The new building annex can be a modular building or a brick and mortar building.

A detailed annex proposal assuming a modular building is available to the Annex Building Committee when the committee is formed. See Don Van Gelder.

STAFFING RECOMMENDATIONS

As we look to the future of SJD it is clear that without additional staffing our growth will be severely stunted. Our current growth, both in actual numbers, and in the proliferation of programs designed to attract new members, has stretched our staff beyond what can be reasonably expected; this stretch is made more acute by the demanding pastoral care load created by our aging constituency.

Also, not only are we understaffed, we are not staffed for growth. Our youngest staff member is Fr. Kevin at 58, making the average age of the worship/pastoral team 71. In order to attract other age groups it is important to include younger faces in the leadership team. Also, as we adjust one of our services to a more contemporary style it behooves us to find someone to lead music who is of the generation we are seeking to serve.

We see three needs that are immediately apparent:

1. **Worship Leader.** This position is a layperson who is especially gifted at leading the music in a contemporary setting. He/she would recruit and rehearse musicians and provide the music at the 9:15 service. This would be roughly a quarter-time position.
2. **Director of Family Ministries.** This person would focus on Christian Education for children and youth, helping parents connect with the church. The job description would be determined by the amount of hours worked but we would hope this person would be at least half-time.
3. **Media Specialist.** Someone with marketing skills who can coordinate all our media including bulletins, newsletter and print advertising. As important would be helping develop our website, phone apps, and social media presence. We would see this as a quarter to half-time position, although depending on allocation it could be scaled down and done through a contract.

As the church grows it becomes apparent that a full time priest will be needed to replace the part-time personnel described above.

People draw others and additional staff opens our sphere of influence to other parts of the community we serve. Only by expanding the staff can we expect to grow.

Many of the above suggestions can and should be put into place soon and not wait for the annex.

SUGGESTED IMPLEMENTATION COSTS

Web site – add WELCOME NEWCOMERS front end
Web designer \$5000

Welcoming ministry – Total package \$1700
(Handouts and publications)

Material for bible study and education classes
In Church operating plan

Landscaping curb appeal - volunteers

Youth group - Playground and room fit up - \$7900

Signage – visitor parking – directions - \$300

Advertising – 55+ - newspapers- etc. - \$1000 to \$5000
Test as we spend

Annex - Three additional rooms with appropriate
Storage and furniture - \$175,000 (assumes a modular building)

Parking Lot - temporary fix now – in church operating plan
Permanent later

301 sign - \$1500 with permit

Rebranding of church – logo - \$1000

Additional staff – two casual part time employees - \$55,000/yr. (for both)

Mortgage – pay down below \$1 million
Will happen this year - no additional cost

TOTAL - \$252,400

ORGANIZATIONAL STRUCTURE

For any organization to succeed it must have structure. The structure ideally should have as few levels of management as possible to minimize bureaucracy.

The suggested methods to grow SJD (increase membership) are outlined in this Task Force report. The suggested organizational structure is as follows.

The organization to manage and measure the growth consists of the following groups;

GROUP 1

ANNEX COMMITTEE

Responsible to define and build the building to hold the space required for growth.

GROUP 2

WELCOMING MINISTRY

Responsible to greet, meet, and get newcomers to join SJD as defined in this report.

GROUP 3

MARKETING TEAM

Responsible to create a more visible presence of SJD in surrounding communities and interest people to look us over.

Groups 1, 2, and 3 will be chaired by a member of the Vestry. This will enhance communications.

GROUP 4

SUNDAY MORNING ENHANCEMENT TEAM

Responsible for all Sunday activities including staffing recommendations.

Branding of the church.

This group is chaired by the Rector.

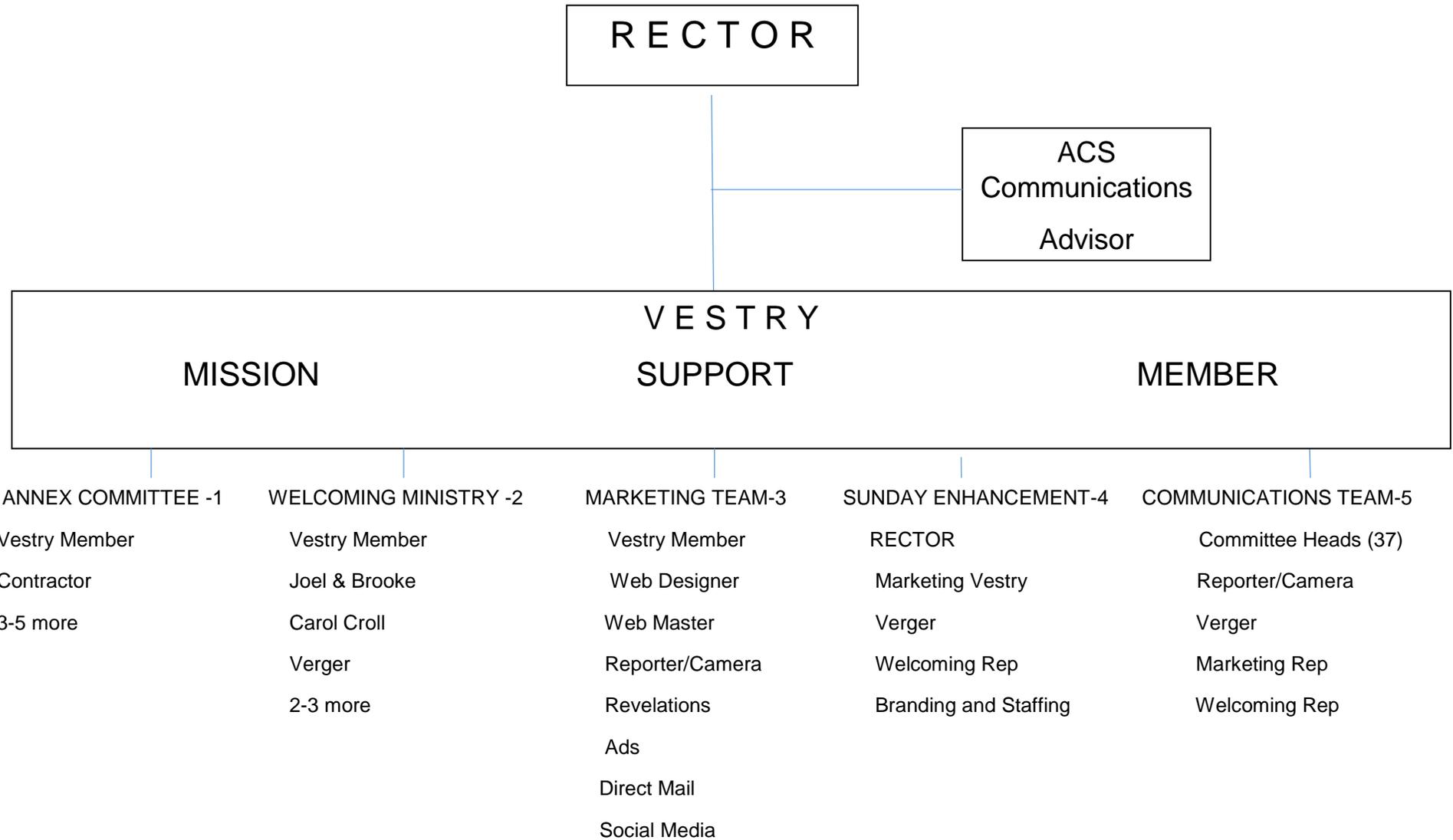
GROUP 5

COMMUNICATIONS TEAM

Consists of representatives from the other groups to collect information from the SJD committee chair persons (39) and establish an information path back to the groups responsible. This will keep all concerned aware of the activities planned or scheduled.

The ACS data base is being organized to keep all groups apprised of other group activities by sharing the minutes of all meetings.

ORGANIZATIONAL STRUCTURE CHART



TIMING

The rebranding of St John the Divine as described in the Branding section in this report effects the advertising, website and most of the church literature. The rebranding effort is presently under way but until completed remains in the critical path.

Also in the critical path is the establishment of groups 1 thru 4 as described in the organization structure. This can be completed when the 2016 Vestry has been elected and the chairpersons of the groups are established and individual members have been assigned.

Once the above is in place most all of the activities can be started at the pace of the individual groups.

The longest lead item is the annex. Currently the permitting process in Hillsborough County is 7 to 10 months. The SJD site plan is over 7 years old and will undoubtedly have to be redone by the civil engineer. Water, sewer electricity, HVAC and telephone are part of the scheduling process. A realistic date for occupancy is in the first quarter of 2017.

The timing of most of the “to do’s “are under the control of the four groups defined in the Organizational Structure of this report. It is when we turn the scheduling over to the engineers, contractors, outside services and the county that we lose control of time.

The success of this program must be a “tops down” effort with the Vestry taking the lead and every member pitching in to help.

A P P E N D I X

1. Cost of newspaper ads by publication
2. Placing Ads on Facebook

Appendix #1

Costs of Newspaper Ads in the SJD Area

Costs of ads of comparative size in six (6) South Shore newspapers.

An ad approximately 3.25 inches x 2 inches. Using inches rather than column inches due to some papers are 5 columns in width and others are 6 columns wide.

All information below is based on black and white ads.

Observer News (weekly) – 3 Editions – The Observer News, The Current, The SCC Observer

Weekly \$55.00 3 Months \$715.00 Yearly \$2,860.

News of Sun City Center (monthly) - Delivered in mail to each home in Sun City Center 1st weekend of month.

Monthly \$100.00 3 Months \$300.00 Yearly \$1200 -25% = \$900.00

News of Kings Point (Monthly) – Delivered in mail to each home In Kings Point 1st weekend of month.

Rates are same as News of Sun City Center. See above.

Osprey Observer – (Monthly) 3 Editions – Apollo Beach, Riverview, Bloomingdale/Fishhawk (These editions serve specific developments/subdivisions.)

1 month \$330.00 6 months \$280.00 per month 1 year \$235.00
per month

The Sun and South Shore News – (Local sections of The Tampa Tribune.) Costs shown are doing ads in both sections.

Weekly \$42.00 3 months \$541.80 Yearly \$2,184.

South Shore and Brandon Times – (Local section of the Tampa Bay Times.)

Weekly \$90.00 3 months \$780.00 Yearly \$2,496.

Media kits for each of the above publications has been researched. Readership numbers, circulation numbers, specific geographic coverage areas, and contact numbers are available for reference.

Appendix #2

Placing Ads on Facebook

Go to the advertising page on the Facebook website by activating the pull-down menu at the upper right of the screen and selecting the "Advertising on Facebook" option.

- Click the green "Create an Ad" button. On the next page, select the action you want your audience to take. In most cases, you'll then be prompted to enter your website's URL.
- Target your ads by choosing the demographics of your ideal audience. Choose a gender, age group, educational status, relationship status or political views or leave the options blank to create a more inclusive group. In the keywords section, put in keywords relating to the interests of your ideal audience.
- Create your ad. Move to the next page to input your Facebook ad. Create a short, catchy title and a few sentences of copy to explain your website or product. To insert a photo, click "Upload Photo" from the drop down menu below.
- Choose whether you want to pay per click or per view. When you pay per click, you'll only pay Facebook when someone clicks on your ad. When you select pay per view, you'll pay every time your ad is displayed to a user. Then, click on the appropriate tab.
- Set a budget. Put in the amount of money you're willing to pay every day. You may pay less than this, but this is most money you'll pay for one day of Facebook ads.
- Bid for ad space. Facebook determines which ads to display by how much you're willing to pay per click or per 1000 impressions. Choose the maximum amount you want to pay. The amount you actually pay depends on how much other advertisers have bid, so enter the maximum amount you're willing to pay.

