

Strategic Planning Committee

2011

Classical Anglicanism

Worship & Parish Life

Education

Evangelism

Facilities

Finances



STATEMENT OF PURPOSE

The purpose of The Chapel of the Cross is the spread of the Gospel of Jesus Christ by the establishment of a place of worship where fellow Christians may glorify the Lord and Saviour in peace and concord in the historic tradition and doctrine of the Protestant Episcopal Church, as exemplified by low church practice and the liturgy and tenets of the 1928 Book of Common Prayer. We accept the Bible as the Word of God, adhere to the principles of the Apostles' and Nicene Creed and will serve mankind in accordance with the will of God.

Table of Contents

Introduction.....	5
Worship and Parish Life.....	6
Education.....	8
Evangelism.....	11
Facilities.....	13
Finance.....	15
Notes.....	17
Conclusion.....	18

INTRODUCTION

Throughout history, Anglicanism has gifted the catholic Church with her relentless love of biblical liturgy, music, and education. During the last year, the Reverend Andrew Brummett had affectionately named this love: “Classical Anglicanism” during discussion of church planting and growth. Doubtless, this same heritage underpinned the formation, hopes, and life of The Chapel of the Cross 25 years ago, provided the trajectory for the current committee in their labors, and will continue to shape the ministries of the parish in coming years.

While quite a few of the goals of the 1995 Strategic Plan have been achieved during the intervening years, strategic and long range planning remains an ongoing process. It is through this process that a parish evaluates its ministry and prays for what the Lord has been doing and what He will do with His people through the gifts, interests, and opportunities with which He has blessed them.

Men and women of the parish have proposed, prayed over, and edited the following plan for many years. Its focus is along the lines of Classical Anglicanism in the threefold gift of her *liturgy, music, and education*—followed by attention to the facilities and finances required to support and further such ministry and worship. Interestingly, these three classical foci have always been at the heart of The Chapel’s interests, hopes, and practice. (Note also that *mission* is not an extra category; in Presiding Bishop Riches’s words, *Mission is...the core and essence of everything which the church is and does....*)

It remains the deep desire of this committee to pursue God and His plans, while planning and working for the extension of His Kingdom on earth. In its work, the committee has become poignantly aware of the foundational role that the gifts of God’s people play in the work of the Lord. Behind the plan for ministry lies the tithing of the member. A number of ministries and hopes would not be nearly so feasible without the foresight of those who, before entering their rest, had provided for the future work of the Lord through making wills that directly sustain and further parish and Kingdom work.

Heartfelt thanks is extended to all the committee members for work well done, completed with honesty and charity, and in prayer. Members worked in teams and then collaborated as a united group for completed reports. Thanks and glory be to God on high for His work of restorative grace and rejuvenating hope among His people, the Body of Christ, among whom I rejoice to worship, pray and work. This document should prove to be a reliable guide for planning, budgeting, and serving in the coming months and years.

In Christ, the Word made Flesh, who dwelt among us and gave Himself for us,

The Reverend Mr. John Peter Boonzaaijer, Rector

Committee Members

Mrs. Elizabeth See, Senior Warden; Mr. Norris Murray, Treasurer

Mr. Harry Nicholls, Mr. Frank Bridwell, Mr. Nathan Banek, Mr. Alonzo See, III

Consultants: Mrs. Judy Moore, Mr. Jack Penson

WORSHIP AND PARISH LIFE

History and Rationale

Worship is central to the Statement of Purpose of the Chapel: “the establishment of a place of worship where fellow Christians may glorify their Lord and Savior in peace and concord in the historic tradition and doctrine of the Protestant Episcopal Church, as exemplified by low church practice and the liturgy and tenets of the 1928 Book of Common Prayer.” The founding group established an independent church in 1986, in large part as a response to the worship changes made by PECUSA with the adoption of the 1979 Prayer Book and the elimination of Morning Prayer as the principal Sunday worship service.

After holding initial services at SMU, the Chapel moved to a permanent home on Cole Avenue in 1987. The resonant Möller organ was acquired from St. Andrew’s Episcopal Church, Fort Worth. In 1988 the first rector, the Rev. Richard K. Barnard, was called. In May, 1990, a renovated Chapel Sanctuary was consecrated. 1990 saw the hiring of Russell Brydon as the first organist and choir master. The Chapel is planted on the deep roots of classical Anglican liturgy and classical Anglican music.

During these early years there was a feeling of excitement and strong bonds of Christian friendship developed as every member pitched in to create the new church.

During the mid-1990’s attendance flattened and then began to decline. There were deaths, job transfers to other locales and other losses of parishioners. The extensive renovations of the Parish Hall and Administration Buildings from 2000 to 2003 disrupted many opportunities for fellowship and discipleship. In 2003, a committee to evaluate the question of affiliation with an Episcopal jurisdiction was formed; the committee’s recommendation to affiliate with the Reformed Episcopal Church at Level II passed by a super majority of 79% at the 2004 Annual Meeting, but not without conflict over the question.

In November, 2006, the Rev. Barnard resigned and a rector search committee was formed. The Board of Trustees called the Rev. John Peter Boonzaaijer as rector in December, 2007. Two successive votes, as required by Chapel Canons, were held at the Annual Meetings of members in January 2010 and 2011 on the question of full affiliation with the Reformed Episcopal Church with the result of passage by a majority in excess of the necessary 80%. Parish By-laws in conformance with REC Canon and Constitution were adopted with Core Provisions preserving those points significant to the Chapel.

Since 2007, we have seen growth in weekly attendance. We have many new, young families with school age children, toddlers and babies. Baptisms are frequent and Confirmations are full. Sadly, we have lost several of our founding members to death or relocation in the last few years. However, the overriding feeling today is one of optimism, thankfulness, and joy at what God is accomplishing through His people at The Chapel.

Goals and Recommendations

GOAL #1 - *To emphasize the Chapel conviction that parish life grows out of worship.*

Recommendation #1: That pulpit ministry be consistently committed to biblical preaching.

Recommendation #2: That we continually promote parish familiarity with and devotion to traditional Anglican liturgical practice based upon the 1928 prayer book and the 1940 hymnal.

Recommendation #3: That seasonal musical events be continued, employing congregational participation as acts of worship.

Recommendation #4: That congregational singing be encouraged with the learning of new hymns consistent with the conviction that the musical program is not performance, but a function of congregational worship.

Recommendation #5: That the Chapel look into the possibility of expanding to a full-time music director.

GOAL #2 - *To enhance Chapel fellowship by providing opportunity for all parishioners to become better acquainted with each other.*

Recommendation #1: That at least one outdoor social be held in the spring and one in the fall of each year to capitalize on the freshness of seasonal change and to provide a greater visible presence in the neighborhood.

Recommendation #2: That a conscious effort be made to make use of all the arts [visual, musical, literary etc.] as a means of cultivating Christian Mind in all our parishioners.

Recommendation #3: That new member meetings be held two to four times annually to acquaint new members with the Chapel and with Anglican worship and tradition. These meetings should be of two types:

- a. informational sessions consisting of a priest, senior or junior warden and perhaps an additional one or two parishioners meeting with new members to assess their ecclesial and personal backgrounds and to acquaint them with Anglican, and specifically Chapel, faith and practice.
- b. a follow-up social in which the new members have opportunity to meet as many parishioners as possible in a relaxed social setting.

Recommendation #4: That the Chapel Comforters program be re-energized in order to provide regular and consistent care for the needs of Chapel members and to offer them support in times of grief or sickness.

EDUCATION

History and Rationale

A Bible-centered program emphasizing Christian Education for all ages has been one of the central goals of the Chapel since its founding. In the Chapel's first years, adult Sunday School classes, led by lay teachers and occasional visiting clergy, studied a variety of subjects related to Anglican tradition and worship. At the end of its first ten years, adult education was identified as the area of the Chapel's Christian Education program, which needed the most attention.

Highlights from the Chapel's Christian Education program include:

- In the area of general parish Christian Education: Hughes Lecture Series, Lenten Lecture Series, participation in the Anglican Way Institute, Wednesday Café Bible Study and Evensong, Chapel Readers, and Touchstone Readers.
- In the area of Adult Christian Education: the Chapel Institute, in-home Bible studies, after work Bible Study program before Wednesday evening prayer, continued sessions of the Adult Bible Class, new members/adult confirmation classes.
- In the area of Children's Christian Education: Mrs. Peter K. Lutken's Sunday School Curriculum, The Feast of Lights pageant, the REC Korfker-based curriculum, completion of initial steps to establish the St. Timothy School as an Anglican Christian parish day school at The Chapel.
- In the area of Seminary education: hosted REC Cranmer House seminary classes, committed to training and supporting REC postulants, began the 1928 Prayer Book Scholarship Fund for seminary students, supported and encouraged DTS students interested in learning more about and practicing classical Anglicanism.

Christian Education is fundamental to the future growth of the Chapel - and equally important to the spiritual growth of the people to whom we minister. St. Paul compares the church to the body of Christ, and it is through Christian Education that the body is nurtured and grown. Christian Education also strengthens and supports evangelism and outreach ministries.

The Chapel's Statement of Purpose, its bylaws, and its diocesan and denominational constitution and canons assume members of the Chapel family understand certain biblical and distinctly Anglican concepts. Therefore, we must teach those biblical, classical Anglican truths to all Chapel members. We must also recognize that in an increasingly secular world, limiting Christian Education to a brief period of exposure during weekly Sunday School sessions is not acceptable.

This vision of Christian Education also requires maintaining a broad scope of parish-wide education. Spiritual maturity demands a continuing exposure to biblical truth, which means that every member - especially those adults who are leaders or aspire to leadership or other official capacity - should participate in Christian Education. The health of the body of Christ depends on it. Therefore, we must adopt an attitude which recognizes continuing education as the normal activity of all Christians.

St. Paul reminds St. Timothy, his child in the faith, that from his youth he has "known the holy scriptures, which are able to make [him] wise unto salvation through faith in Christ Jesus". He says this as a part of encouraging St. Timothy to continue in what he has learned and firmly believed. The Chapel's long-standing commitment to Christian Education for our children is a testimony to its desire to be faithful to St. Paul's teaching and to traditions from the earliest days of the church evidenced in the life of St. Timothy. The importance of an Anglican Christian parish day school to our parish and to the body of Christ as a whole is even greater now than when the commitment to this endeavor was first stated in the 1995 long range plan.

"As go the seminaries, so go the churches." The circumstances of the Chapel's founding remind us of the truth of this axiom. It is vital to the mission of this parish, and indeed to the work of spreading the gospel and growing Christ's kingdom, that faithful, orthodox clergy be continually trained up in the seminaries of our churches. Supporting and pursuing this work as fully as possible is consonant with the Chapel's Statement of Purpose. Our facilities have already been helpful in facilitating extension courses from the REC's Cranmer House seminary. Our proximity to Dallas Theological Seminary has enabled us to introduce a steady stream of DTS students to classical Anglicanism and to help bring them in to the Anglican church through this relationship.

Christian Education is more than passing the torch of truth from one generation to the next, as important as that is. Christian Education is the life-blood of a healthy and growing church. Visionary Christian Education means being committed to infusing that life-blood into the hearts of the people.

Goals and Recommendations

GOAL #1 - *To make a concentrated effort to encourage all members to avail themselves of opportunities for Christian Education.*

Recommendation #1: That a letter from the rector be sent out to all members urging participation in some form of Christian Education and asking for suggestions regarding alternate times and possible courses of study.

Recommendation #2: That a follow-up letter from the rector addressed to members of the vestry and other Church leaders be sent stressing the inter-relationship of Christian Anglican training and Church leadership.

GOAL #2 - *To establish The Saint Timothy School as a parish day school.*

Recommendation #1: That professionally qualified teachers be hired as soon as funds become available.

Recommendation #2: That one grade be added annually until a complete K-12 program is established.

Recommendation #3: That the St. Timothy's homeschool cooperative be established as a classical Anglican parish day school of The Chapel of the Cross.

GOAL #3 - *That the parish have adequate supplemental pastoral care.*

Recommendation #1: That consideration be given to providing for a full-time assistant to the rector as growth continues and funding allows.

Recommendation #2: That classical Anglican seminaries be supported as a line item in the budget.

GOAL #4 - *To cultivate Christian thinking in adult education by offering courses aiming at an assessment of our standing in the great Christian Tradition across the ages and of the institutions which have grown out of modernity.*

Recommendation #1: Offer a course on western political thought, examined biblically, leading to a Christian Anglican understanding of our current political situation.

Recommendation #2: Offer a course on Church history with special emphasis on patristics, the Reformation and the Anglican stance with regard to both.

Recommendation #3: Offer a short course on early Christian heresies, their reappearance today and how best to combat them.

GOAL #5 - *To illuminate Christian Education as a key aspect of parish life.*

Recommendation #1: That a Christian Anglican Education month be established.

Recommendation #2: That one Sunday of that month be established as a parish-wide gathering to be addressed by a guest speaker on some aspect of Christian Anglican education.

Recommendation #3: That booths be set up in the parish hall [one each for children's and adult Christian Education] displaying what is being done in each area and what are the plans for the future.

Recommendation #4: That a "sign-up Sunday" be established with displays in the parish hall so that adults can sign up for courses [as suggested in GOAL #4] and recommend study times.

EVANGELISM

History and Rationale

The Chapel of the Cross was organized in the Spring of 1986 to enable a body of believers, who held in their hearts the historic Christian faith and belief in classic Anglican worship and theology, to come together to fulfill the mission which Christ had given it. A permanent worship site on Cole Avenue replaced the temporary meeting space at SMU in 1987. The congregation grew rapidly during the first five years.

Attendance peaked in 1995 and continued on a gradual decline through 2007 before turning around in 2008 and continuing to grow through 2010. During this period of time, there was a host of evangelistic and mission efforts to “spread the Gospel of Jesus Christ” as expressed in our Statement of Purpose; some programs have endured while others were more fleeting. A thriving neighborhood outreach program to children at Ben Milam School, begun in 1995, was cancelled by the school after three successful years. The Ladies of the Chapel regularly provide financial support for missionary efforts locally and afar. The young people have conducted repeated food drives for the Wilkinson Center that also provide visibility for the Chapel in the M Streets neighborhood. Other sustaining programs are Adopt-A-Family at Christmas, Blessing of the Animals, and funding for the Siaki missionaries in Africa. We sent teams to the Mississippi Gulf Coast after Hurricane Katrina and three times to Mexico to build houses. The first *Musical Fourth* concert was held in 2004 with a *Messiah Sing Along* added to our classical music evangelism in 2009. More recently, the *Doorkeepers* have opened the church building to our neighbors on Saturday mornings, *Honduras Threads* has been housed in the administration building. We have cooked burgers on the front lawn for the neighbors, hosted presentations by visiting foreign missionaries, and gone Christmas Caroling nearby.

The 1995 Long Range Plan called for the creation of a new Evangelism Committee composed of a representative from every Chapel organization plus the Wardens and Clergy with the charter to provide the Vestry detailed reporting of progress in evangelism and attendance. This recommendation was never executed. In 2005, MISSION: Evangelism Committee was funded and formed to act upon the call of Bishop Riches’ 2004 Pastoral Letter on Missions that “there is only one Great Commission with one mission to reach all people for Jesus Christ. Thus, the evangelistic effort of the Church should be unified and united.” The M:E Committee has initiated and supported many of the evangelism efforts described; however, the activities and programs across the Chapel remain disconnected. We still have much work to do to achieve the 1995 goal to “Create a sense of evangelism in [all] Chapel organizations.”

Goals and Recommendations

GOAL #1: - *To make a positive and persistent impression of the Chapel in the minds of our neighbors, our community and visitors from all points.*

Recommendation #1: Ensure sustained financial support is provided in the annual budget for beautifying our facilities (inside and outside) and making the campus an inviting place to those who visit.

Recommendation #2: Encourage social connections with the Chapel through regularly hosting community events such as musical programs and neighborhood block parties as well as participation in a neighborhood association.

Recommendation #3: Continually evaluate how best to help people find out about the Chapel through means of communication and technologies which are widely accessible, familiar, relevant, and appropriate to our mission.

GOAL #2: - *To bring Christ's love and the light of His gospel both locally and abroad.*

Recommendation #1: Commit to sustained involvement (bodily and financially) in local opportunities to help those in need through established organizations such as the Wilkinson Center, as well as our own direct efforts such as prior efforts with after-school outreach and Christmas Caroling.

Recommendation #2: Commit to sustained involvement in foreign missions through various means including continued support of the Siakis, the Adopt a Missionary program, REC short term mission trips, and other REC board of foreign missions initiatives.

Recommendation #3: Through its charter and the activities it initiates in other Chapel organizations, establish Mission: *Evangelism* as the mechanism in the parish by which all Chapel organizations will operate with a more focused sense of evangelism.

GOAL #3: - *To expand the reach of classic Anglican Christianity in the DFW metroplex.*

Recommendation #1: Include financial support of new local REC mission works in our annual budget and seek out opportunities to support such works financially and by other means available to us.

Recommendation #2: Include financial support of seminary students committed to classic Anglicanism (particularly those with local connections or in local seminaries).

Recommendation #3: Recognize and support the fact that evangelism is an additional key role of a parish day school, by encouraging and establishing the Chapel's parish day school in its efforts to evangelize children and their families.

FACILITIES

History and Rationale

The Chapel facilities consist of two buildings, a storage shed and parking area, located on approximately one acre of land which is situated at the intersection of Cole Avenue and Oliver Street in Dallas, Texas. It is believed that the original building, consisting of what are our Sanctuary, Parlor, Nursery and upstairs Library, was constructed by the Highland Park Church of Christ in 1948. The Educational Wing was added in 1963. The Nave now has seating capacity of approximately 300. In keeping with the Chapel's 1995 Long Range Plan ("1995 LRP") a Capital Funds Committee was formed in 1999 to "solicit comments and suggestions from the congregation on ways to improve our building" (The Chapel of the Cross ANNUAL REPORT 1999, page 4) and which developed a "modest scheme, which satisfied our need to improve the Parish Hall while leaving open the possible addition of a narthex at a later date". The subsequent Capital Campaign raised approximately \$600,000 which was used to remove asbestos from all of the first floor spaces, except the Sanctuary which had none, demolish and reconstruct the Parish Hall, renovate the remainder of the first floor after the asbestos removal and finish out the Library above the Parlor.

The Chapel seeks to provide three equal programs: *worship*, *edification* and *evangelism*. All these are provided in a Sanctuary which is very pleasing to the eye, is essentially functional, is well equipped with a fine organ, and is in the Low Church Episcopal tradition. The remainder of the building is used for the purpose of edification and evangelism, and, to a lesser degree, worship. The remodeling done 10 years ago immensely improved the condition of and increased the functional use of these areas with the exception of the second floor of the Education Building which was not improved at all. The Parish Hall serves both edification and evangelism purposes; edification when used as a classroom, evangelism when used as a gathering hall for Christian fellowship and meetings.

Currently the Chapel is enjoying a growing school which needs space. Room is available on the second floor of the Education building but, as mentioned earlier, these spaces were not upgraded during the renovations 10 years ago. These spaces are the last remaining asbestos contaminated spaces in the Chapel buildings. Removing this asbestos, renovating the space under a plan useful to a school and then necessarily upgrading the entire fire alarm system to meet city code would most likely be expensive enough to require another capital campaign.

The recommendation in the 1995 LRP for the Parish Hall renovation was based upon both the statement that "The Chapel seeks to provide facilities for worship, edification and evangelism, not only to the older person, but to the younger families with small and growing children. While facilities are secondary to the Christian message flowing forth from the Chapel, the more attractive and convenient the facilities, the greater likelihood that the message will reach more young families". The renovations have borne the expected benefits to the Chapel in worship, edification and evangelism.

Goals and Recommendations

GOAL #1: *To maintain and operate the physical facilities of the Chapel so that it may fulfill its Statement of Purpose more effectively and efficiently.*

Recommendation #1: That a schedule of inspection and maintenance be adopted by the Vestry and reviewed annually. The Junior Warden is delegated this authority and a designated back-up be assigned the duty of inspection and maintenance of the facilities.

Recommendation #2: That the Vestry should compile a list of desired capital improvements and that this list should be updated annually.

Recommendation #3: That the Vestry should review the capacity requirements of the Sanctuary and other facilities every three years.

Recommendation #4: That the Vestry should review the condition of the Rectory annually for needed improvements and approve the required improvements.

GOAL #2: *To improve and add to the facilities of the Chapel so that it may encourage and accommodate future growth.*

Recommendation #1: That the Vestry employs professional architectural assistance to design the renovation of the second floor of the Education building and the required functions of the Chapel including a Christian Day School.

Recommendation #2: That, in conjunction with the construction in Recommendation #1, the Vestry authorize improvement of existing sidewalks and landscaping.

Recommendation #3: That, to complete Recommendations 1 & 2 above, the Vestry consider a plan for a Capital Campaign.

Recommendation #4: That the Vestry consider the addition of a Narthex at a convenient time in the future.

FINANCE

History and Rationale

The Chapel currently enjoys a sound financial condition. We are free of any outside debt, and as the result of operating surpluses for the past couple of years, we have accumulated cash reserves sufficient to cover minimal operating excesses in our annual budget or minor emergency repairs that might arise from time to time. This was true at the writing of the Long Range Plan in 1995, as well. Additionally, bequests by deceased parishioners, both historically and recently, have provided the Chapel an opportunity to further our Statement of Purpose in new and exciting ways as God leads this parish forward.

While it should be obvious, it is worth reiterating that the revenue of the Chapel is provided almost entirely by the congregation. Whether this is through tithes and offerings, gifts to a particular fund or project, or the bequest of an estate, WE are the primary financial resource of this parish and responsible for its financial stability. This was never more evident than in the decade beginning in 2000 as the parish struggled with a declining membership, and subsequently, a decreasing annual budget year over year. We were forced to extend the replacement of aging mechanical equipment, delay some repairs until we were better able to absorb the expenditure, and eventually cut salaries of staff. Only recently have we begun to again enjoy the financial blessing that comes from a growing congregation.

In the fifteen years since the last Long Range Plan the general operating budget has increased from roughly \$200,000 in 1996 to \$270,000 in 2011. However, it was projected in 1995 that a budget of approximately the same amount would be achieved in 1999, based on historical growth and giving. Upon review of the data analysis performed for the 1995 Long Range Plan, it seems obvious that God's work does not necessarily follow the typical business model. Especially given, that our primary "product" is a gift given freely for our salvation. An important lesson to be taken from our history is one which has been underscored by our clergy since our founding: God blesses those who bless Him. If our parish is to be a vibrant parish, we must be obedient to God's word and his direction to give to Him our first fruits.

Exciting opportunities lie ahead, and wise financial stewardship is imperative. Our future is in God's hands.

Goals and Recommendations

GOAL #1: *To provide sound management of the monies given/entrusted to the Chapel so as to ensure its Statement of Purpose in the "establishment of a place of worship where fellow Christians may glorify their Lord and Savior...."*

Recommendation #1: That the Finance Committee and the Vestry consider annually funding a Capital Improvement Reserve to permit the maintenance and/or repair of the Chapel property as necessary.

Recommendation #2: That the Finance Committee establish an Investment Subcommittee to manage the investment of current and future gifts to the Chapel and to ensure that our Statement of Purpose can be carried forth long into the future.

Recommendation #3: That the Finance Committee and the Vestry develop procedures to inform the congregation of giving opportunities beyond their tithe, and encourage additional giving by those able to do so.

GOAL #2: *To provide financial support for the missionary work of both the Reformed Episcopal Church and the Anglican Communion, and to investigate opportunities to provide financial seeding of church missions within the Dallas – Fort Worth area.*

GOAL #3 *To continue to nurture the Saint Timothy's homeschool cooperative, and investigate opportunities to grow the school into a parish day school, emphasizing classical Christian Education to our youth.*

NOTES

CONCLUSION

The Nunc Dimittis

*Lord, now lettest thou thy servant depart
in peace : according to thy word.
For mine eyes have seen : thy salvation,
Which thou hast prepared : before the face
of all people;
To be a light to lighten the Gentiles : and
to be the glory of thy people Israel.*