



St. Mark's UMC
Tucson, AZ
Summary Report
May 10, 2023

In September 2022, St. Mark's UMC partnered with Ministry Architects to conduct the following:

1. **An onsite assessment** of the church identifying assets, challenges, resulting in recommendations for what needs to be accomplished first and what's next.
2. **Chairing the Renovation Team for 18 months** which includes ongoing coaching for the Renovation Team, ensuring all recommendations from the assessment report occurring during the contract have been addressed.
3. **An onsite Quick Start** to launch the newly formed Renovation Team into their new role, to identify the pressure points that need to be addressed first, and to begin addressing the pressure points.
4. **A strategic staffing plan** including a staffing needs assessment, and organizational chart, and the job descriptions.
5. **Executive coaching for the Senior Pastor** for the duration of the project focused on maintaining healthy leadership habits and steady messaging across the church during this season of change.
6. **A volunteer recruitment process and Volunteer Accelerator™**, resulting in systems for volunteer recruitment and training, and volunteer job descriptions for all volunteer positions.
7. **A systems check** naming the status of each essential system and determining which systems need to be created or improved.
8. **An onsite Vision Summit** resulting in a mission statement, core values, and three-year goals with one-year benchmarks.
9. **A communication plan** that pulls together the church's multiple streams of communication into a coherent, strategic, and integrated message that keeps the congregation and community well-informed.
10. **A calendar system** designed to outline regular programming, major events, and preventative maintenance items.



In addition, Ministry Architects is providing coaching to the Christian Education Team focused on volunteer systems and strategies, a healthy approach to ministry, committee structures, and more. Spiritual direction is also taking place with some of the staff and a Virtual Ministry Assistant is providing support to the Senior Pastor.

Over the past several months, much of the work has been accomplished. Following is a list of what has been accomplished since the partnership officially began in September.

Accomplished

- The [Onsite Assessment](#) identifying assets, challenges, and recommendations was conducted and shared with the congregation with an implementation plan taking place.
- A Quick Start Summit occurred in November orienting staff and the Renovation Team towards St. Mark's objectives.
- Executive coaching for the Senior Pastor initiated and ongoing.
- A Renovation Team formed and is fully operational (Sarah Dimond, Diane Hiratsuka, Maryann Nuckolls, Linda Martino, and Bill Zerhuehlen). Originally tasked with 45 assignments, over twenty now stand completed.
- Formation of a Prayer Team (Karen Berry, Diane James, Kathy Narney, Linda Sterling) praying weekly over vision, ministry opportunities, and leadership.
- A comprehensive volunteer recruitment process including the Volunteer Accelerator™, resulting in systems for volunteer recruitment and training, and volunteer job descriptions for all volunteer positions.
- Connections have been established with church members who have not returned since the pandemic. A system for the ongoing work of following up with missing members in a timely fashion has been implemented. All have been contacted. 171 responses to date.
- Formation of a Connections Team and [connection process](#).
- Student Ministry [connection plan updated](#). Children's Ministry [connection plan updated](#).
- An [analysis](#) and connection plan for online attenders established.
- Formation of new Interest Groups that link St. Mark's attenders around areas of shared affinities and provide a platform for new connections. Initial groups include: St. Mark's Veterans (breakfast group), Ohio Club, two walking groups, The Gathering Modern Worship Potluck, Bunco Group, and Saddlebrook Group.



Possible social justice groups and pickleball in development. A comprehensive group plan is in development.

- Attendance tracking measures are streamlined and standardized. Current [attendance record](#) (as of April 16) and [analysis](#).
- [IT survey](#) completed assessing St. Mark's [IT infrastructure and needs](#).
- Analysis of perceived effectiveness and importance of [17 key ministry systems](#), and a [systems check](#) of every [St. Mark's ministry](#) with a simple assessment of its current impact.
- All [mission activities in 2022 and 2023](#) outlined and poised for recommendations from leadership on top priorities.
- Coaching for the Christian Education Team has been taking place and is focused on self-care, volunteer recruitment, volunteer training, committee structure, and administrative processes.
- Spiritual direction has been taking place with Spiritual Director, Adam DeVries, providing the staff with intentional and focused time to be in God's presence.

Areas to Be Completed

- An onsite Vision Summit resulting in a mission statement, core values, and three-year goals with one-year benchmarks. Establish mission, target demographic, discipleship, and outreach priorities.
- A 12-month major events calendar designed with a process for its continued use established.
- Development of a facilities preventative maintenance calendar.
- Communications system assessment resulting in a plan that pulls together the church's multiple streams of communication into a coherent, strategic, and integrated message that keeps the congregation and community well-informed.
- A pastoral care plan has been developed. Implementation to take effect in conjunction with staffing changes.
- [Updated signage underway](#) and to be completed.
- A systems check naming the status of each essential system and determining which systems need to be created or improved, and which need field manuals or preventative maintenance calendars.



- IT preventative maintenance calendar and [improvement plan](#).
- Staff building and realignment including reformulated job descriptions, organizational charts, meeting format and agendas, and hiring prioritizations.
- Database clean-up, training, and standardization of practices outlined.
- Determine viability of adding weekly modern worship.

Areas to Consider by St. Mark's Leadership

- Consider revising the committee structure for simplicity. St. Mark's has many boards and committees. A streamlined, simplified, policy-based governance can simplify decision-making, alleviate communication gaps, free volunteers for hands-on ministry work, foster continuity in ministry operations, and centralize St. Mark's around its vision.
- Consider moving to a cloud-based database (whether Church Windows or a new platform) to allow multiple staff and volunteers to access information quickly 24/7, 365. Church accounting software does not need to be directly linked to this (though the ability to import giving records easily should be retained).

