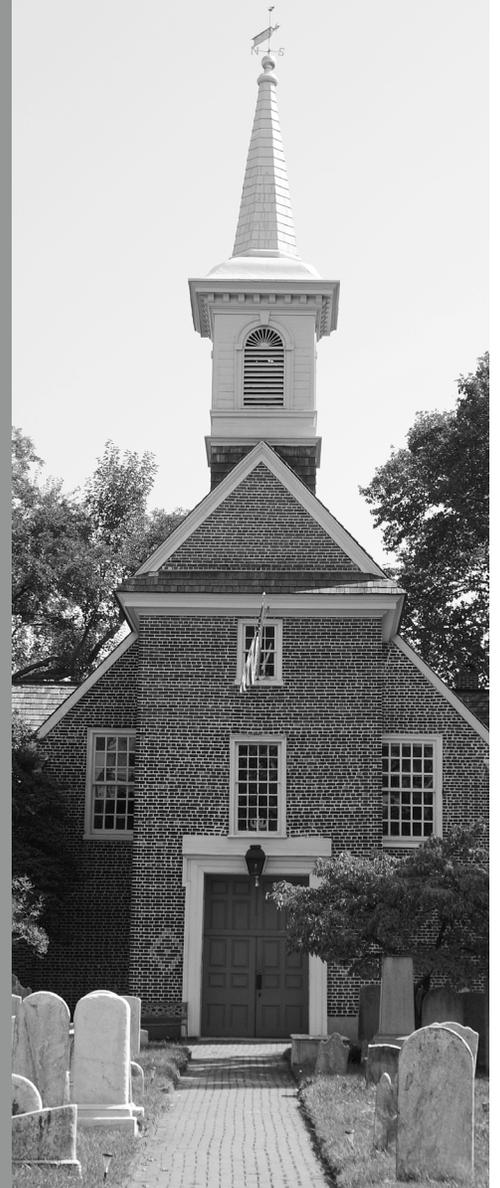


PARISH PROFILE

Gloria Dei
(Old Swedes')

C H U R C H

2017



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THE PURPOSE OF THE JOURNEY

Authors: Carol Jenkins, Rector's Warden and The Reverend Paul S. Harris, Consultant

What is our past? What are we doing now? How do the past and the present determine what we need to do for our tomorrow? Who are we? The development of The Parish Profile for Gloria Dei (Old Swedes') Church addresses these soul searching and challenging questions. The Parish Profile was created for three reasons:

First, the profile is required to meet the protocols of the Episcopal Diocese of Pennsylvania when a parish in transition is beginning the process of calling a new rector. It informs the rector candidates who and what the parish is all about. The process to develop a profile began in February, 2016 when The Reverend D. Joy Segal, rector of Gloria Dei (Old Swedes') for ten years, informed The Right Reverend Clifton Daniel, III, Provisional Bishop of the Episcopal Diocese of Pennsylvania of her plans to retire in Fall, 2017. Bishop Daniel accepted her plans and also approved the parish's decision and time table to begin the Profile and Search Process. The Profile Report is one of the tools used by the Search Committee in its task to call a new rector.

Second, the profile informs the parish's members what their community of faith is doing to fulfill the Summary of the Law – love God and love our neighbors. The Profile Committee began the Profile process in June, 2016 and concluded in January, 2017 with Vestry approval of the Profile Report. The Committee examined the current ministries for parish members and those for the community to know what it was doing well and where improvements were called for, what new ministries were needed and who were the people in its defined community. Based on the research and internal survey, specific recommendations have been made which are needed for both spiritual growth and growth in numbers. A forthcoming one year strategic action plan will state specifically what recommendations can be implemented and measured by a mutual ministry of trust and respect by the rector, vestry, and parishioners.

Third, the profile lays out who we are in terms of our past, our present and recommendations for our future as an active family-size parish in a very diverse urban community.

It is important to note that the Parish Profile is not a Parish Vision Document.

A Parish Vision Document addresses two entirely different questions:

- 1) Why does the parish exist?
- 2) If the parish was able to do everything possible, with no limitation on time, energy, or resources, what would it look like?

The answer to the question "What makes the parish different than the next parish in the Deanery?" incorporates the findings of a Parish Profile.

The Parish Profile is also not a Parish Growth Study.

A Parish Growth Study addresses two questions:

- 1) How does a parish define and measure growth?
- 2) What are the appropriate and practical ways to increase growth as it has been defined?

The Parish Profile is a resource to a Parish Growth Study.

The Profile Committee

The Parish Profile Committee was guided by The Reverend Paul S. Harris (consultant) and Carol Jenkins (Rector's Warden). It consisted of 17 dedicated and talented parish members:

Team A (Demographics and Parish Survey): Peg Berich, Christine Pickup, Lisa Reeves, and Cathy Ufheil

Team B (Parish Financials): Jerome G. Buescher, Barbara Potts, Mark E. Roberts, and Richard Woehr

Team C (Internal Ministries): Megan Bartlett, Barbara Chilcott, Jill E. Duink, and Jeanette Woehr

Team D (External Ministries): Peggy A. Buescher, Julie Daye, Re Henning, Candace Roberts, and Rita West

The Committee affirmed its unfailing spiritual heritage and support to the Profile journey by opening each meeting with prayer asking God to help them find who they are and what they should do as Jesus' disciples.

The Purpose of the Profile Report

The purpose of the Profile Report is threefold:

- 1) Provide the vestry with a focused Mission Statement that says clearly who we are and what we need to do to grow spiritually, individually and communally, an essential cornerstone for parish growth;
- 2) Provide a resource document to support the development of a one year strategic action plan that realizes the Mission Statement by meeting the parish's spiritual, emotional and financial needs;
- 3) Provide a resource document for the Search Committee's task of calling a new rector.

The Objectives

There are four objectives of the Parish Profile:

- 1) Identify parish demographics, strengths/weaknesses and aspirations; and the primary market area and its demographics/lifestyles;
- 2) Assess the parish's present and future financials;
- 3) Evaluate parish oriented Internal Ministries;
- 4) Evaluate community oriented External Ministries.

The Method

Four teams were created to meet the goals and objectives.

Team A identified the Parish's primary community and its demographics, lifestyles, and needs. Its urban community extends from Market Street to Oregon Avenue, Broad Street to the Delaware River (source: MissionInsite); it identified the Parish members and their lifestyles and needs (source: Parish Survey).

Team B determined the parish financials for 2015-2016 and 2017 (source: Financial and Parochial reports) and created a description of the new rector's responsibilities with parish expectations.

Team C identified current internal ministries, evaluated their effectiveness and proposed new ministries to meet the parishioners' needs.

Team D identified current external ministries, evaluated their effectiveness and proposed new ministries to meet the spiritual and social needs of the community.

The Terrain of The Journey: An Outline

WHO WE ARE

The Committee was guided by the parish's Statement of Purpose:

We, the congregation of Gloria Dei (Old Swedes), existing by and for the glory of God, knowing that God through this congregation helps us find our way and to use our gifts, gather together,

To honor and celebrate the acceptance of our differences and uniqueness

To be an inviting, welcoming, sustaining and loving community

To respond to the needs of others

To preserve and build upon the beauty, tradition and heritage of this sacred place

POINT OF ORIGIN – THEN

What is our past?

This is a snapshot of the parish's history and past events with the who, what, and when.

POINT OF ORIGIN – NOW

What are we doing now?

Who are we serving? How well are we fulfilling our stewardship responsibilities in the current ministries?

POINT OF DESTINATION

How do the past and present determine what we need to do for our tomorrow?

What recommendations will move us forward for more spiritual depth and growth? What do we do to meet the needs of people to expand our community of faith? What are the responsibilities of the rector? What do we expect from our new rector? What are our responsibilities as parishioners?

POINT OF ORIGIN - THEN

Author: Jeanette E. Woehr, Parish Historian

History of the Site

The past plays an important determining factor in who we are and what we need to do in the future to be a living parish rather than a museum. When church history is read wisely it does not enslave us; it frees us to be more committed followers of Christ. The snapshot of history below is rich with accomplishments and names of good stewards. It gives us encouragement, strength and guidance for planning for our future. (A more detailed history is in the Appendix of the full report which is available upon request.)

- **1638** – The Swedes settled here.
- **1697** – Three clergymen arrived from Sweden: Dr. Eric Bjork, Reverend Andrew Rudman, and Reverend Jonas Auren. Andrew Rudman, who rests beneath the stone in front of the altar, helped build the church with his own hands. Andrew Rudman settled at Wicaco (Gloria Dei, Pennsylvania), Eric Bjork at Christina (Trinity, Delaware) and Jonas Auren at Raccoon and Penn's Neck (Trinity, New Jersey).
- **1698** – The cornerstone was laid.
- **1700** – The building was dedicated on July 2.
- **1731** – The marble baptismal font was made. It is one of the oldest fonts in continual use.
 - The first legislative assemblies of Pennsylvania met here.
 - The church building was used as a hospital during the Revolution.
- **1777** – Betsy Ross married Captain Joseph Ashbourn on June 15.
- **1786** – Nicholas Collin arrived and used the Episcopal Prayer Book.
- **1843** – The United Swedish Lutheran Churches (Gloria Dei; Christ Church, Upper Merion; and St. James Kingsessing) dissolved, becoming three separate churches.
- **1845** – The Church, no longer under the control of the State Church of Sweden, applied for admission into the convention of the Protestant Episcopal Diocese of Pennsylvania, and was accepted. Dr. Jehu Curtis Clay, the first Episcopal Rector, guided the destinies of the Church during the Civil War.
- **1903** – The Hook and Hastings organ was built and dedicated.

The carved angels and open Bible that hang below the organ loft in the rear of the Church were carbon dated in 2000 to determine if they were from Sweden or carved here by a local shipbuilder. It was determined it was of yellow pine common to both Sweden and the United States at that time.

Gloria Dei is the oldest brick building in Philadelphia. It is the oldest church building in Pennsylvania. It is the oldest congregation in continuous existence in the United States. Thanks to the Department of the Interior, National Park Service, this great treasure – Gloria Dei (Old Swedes') Church – has been enlarged from two to five acres and is now recognized as part of the living history of Philadelphia.

POINT OF ORIGIN - NOW

Author: Cathy Ufheil, Member of Team A

“What is the parish doing?” Many parishes are asking this question when confronted by decreasing numbers of parishioners and changing neighborhoods. The Profile Committee worked together to find answers to not only this question but also the following: Are we ‘doing’ just for the ‘sake of doing’? Are our ‘doings’ meeting the spiritual needs of our members? Are we meeting the spiritual/social needs of people in our community? Are our ‘doings’ really helping us to change our ways in our quest to grow in numbers and spirit? Are we merely treading water or moving forward?

The Profile Committee realized it had to examine the parish’s goals and objectives, and its accomplishments and disappointments before practical recommendations could be made to help the parish grow. They identified and assessed the following:

- the needs of the parishioners and of those in the community;
- the parish’s facts and financials;
- the level of parishioner commitment to stewardship;
- the organization, purpose and effectiveness of its current internal and external ministries.

The following are summaries of their assessments. The Teams’ full reports are found in the Appendix which is available upon request.

Team A: Parish Survey and Community Demographics/Lifestyles

Team A’s mission was to develop, disseminate, tabulate and report on a Parish Profile Survey and to utilize and interpret data commissioned by the National Church (DecisionInsite/ MissionInsite) on the surrounding community, reviewing this data separately and together with the intention that the resulting answers would help us grow our church family, become a better neighbor to the surrounding community, and call a new rector.

We discovered that we are very much like most Episcopal churches in the United States in that we have an aging congregation and need more young families to join us.

We know that 67% of us have attended Gloria Dei for ten or more years and have remained steady worshipers during that time and that 64% of us attend Sunday worship weekly.

Over half of us were not raised in the Episcopalian tradition but find Gloria Dei to be the welcoming, caring community of faith we are seeking.

We seek joyful worship, a deeper relationship with God and our fellow man and opportunities to help those less fortunate.



At Gloria Dei, we found a community where we feel welcomed, accepted and loved. We were married here, baptized our son here, and look forward to many more years of friendship and fellowship.

**– Jaime and Nora Konowal
and son Teddy**

As we reviewed the information about our surrounding community, similarities and opportunities to make connections with them and Gloria Dei became apparent. Many of their “values” coincide with ours. For example, their concern for the environment and our mandate for “good stewardship”; their interest in social/community issues and ours to be helpful to our fellow man; their desire for the betterment of their children and ours to find more ways to include children in worship, activities and other secular programs.

We can even find opportunities in the differences between the surrounding community and Gloria Dei. For example, data show that altruism and giving are a very low priority for our neighbors, while it is the bedrock of our Episcopal tradition. Can we make giving a two-way street by giving them something in return...a raffle, with the opportunity to win something, a Farmers’ Market, or TED talks inside the Church building?

The data from both the Parish Profile Survey and the DecisionInsite/MissionInsite surveys have revealed paths to a better future for Gloria Dei and our neighbors, as well as valuable information for a new rector. This is the springboard to our future.

Team B: Parish Finances and Stewardship

Author: Mark E. Roberts, Team B Chairperson and Parish Treasurer

The Parochial Report Comparisons

The Report of Episcopal Congregations and Missions (According to Canons I.6, I.7, and 1.17)

Parochial Report Comparison	2010	2011	2012	2013	2014	2015	2016
Average Sunday Attendance	81	80	71	76	60	52	60
Baptism	8	13	9	6	9	13	9
Weddings	4	4	6	4	5	6	3
Funerals	8	6	5	6	5	8	9
Pledged	45,000	41,762	37,016	35,978	34,978	33,106	33,321
Plate and Pledged Rec’d	67,210	58,949	56,288	54,190	49,994	47,087	50,012
Money from investments*	89,940	112,300	98,364	113,804	107,118	117,556	109,341
Other operating income**	86,311	97,051	108,895	92,598	126,675	128,765	132,185
* Money from investments used for operations **Other operating income, including unrestricted gifts & restricted gifts used for operations – includes rental income and fund-raising income.							

Update: The good news is 2017 Pledges are just short of 2010 Pledges.

Financial Recap

Regular Support during the last six years has gone from \$67,210 in 2010 to \$47,087 in 2015 with an expected small increase this year. This is a major concern as the congregational support continues to decline. A stewardship committee has been formed with the goal of creating a year-round program centered on giving.

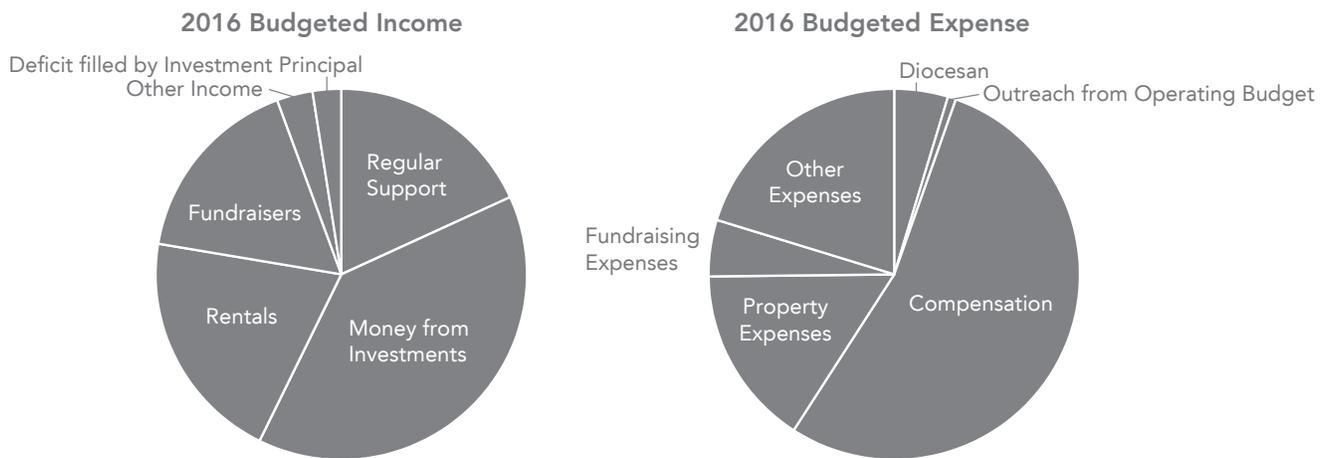
All but one budget from 2010 to 2015 ended in a deficit. The short-fall was \$22,000 and \$11,000 in 2010 and 2011. In 2012 Capital Expenses were removed from the operating budget leaving only maintenance costs. (Capital Expenses were then voted on by the Vestry and monies were taken directly from investments at this point) This contributed to reducing the operating deficit to \$2,126 in 2012 which grew back to \$10,084 in 2014. 2015 was a balanced year due to fund raising activities. 2016's projected budget deficit ended with a \$1,865.12 surplus due to a record Lucia Fest.

The proposed 2017 budget for Gloria Dei is \$300,051 of which \$15,250 is related to the calling of a new Rector (see full line item budget in Appendix for detail). The projected income is \$51,000 from Regular Support, \$112,965 from Investment Income, and \$119,727 from Other Income. (The majority is rental income from a daycare center operated in Roak House, a three day Swedish Lucia Fest in early December and several fund raisers.) The projected deficit of \$16,359 would come out of an endowment controlled by Gloria Dei. The Endowments totals approximately \$2,600,000; of which \$2,165,000 are in irrevocable trusts leaving approximately \$435,000 in investments the church has control over. Income from the endowments creates 40% of our income.

Gloria Dei has a solid base of investments and rental income and has the potential to contribute to significant ministries with an increased congregation size and congregational support. On the other hand continually spending endowment principal without the increased congregational support could turn Gloria Dei into the oldest museum in Pennsylvania.

2016 Budget Breakdown

2016 Budget: \$280,644



Stewardship Concerns

Author: Jerome G. Buescher, Member of Team B and Stewardship Committee

A review of parish finances made it clear that attention to Stewardship was, and is, a necessity. Parish finances had shown a consistent decline in both the number of parishioners pledging and amount pledged over at least the past four years. Members of Team B agreed to become a Stewardship Committee for at least this year. Those members are (in alphabetical order) Jerome G. Buescher (who agreed to head the committee), Barbara Potts, Mark E. Roberts, and Richard Woehr. The rector and the vestry approved this arrangement.

The Stewardship Committee made a two-phase plan for the stewardship effort at Gloria Dei. Phase One took place during October of 2016 and Phase Two will continue through the rest of 2016 and into 2017.

Phase One – Pledging

The Stewardship Committee developed a pledge package including a letter from the Committee and a tri-fold brochure. Presentations were made to parish members on three occasions, one of which was a presentation on the parish financial situation by Mark Roberts. Pledge commitments were received at the offering on Sunday, November 6, 2016, the celebration of All Saints Day. By Sunday November 13, 2016, a total of 27 pledges (a 30% response from the 92 persons solicited) had been received in comparison to 22 pledges received by the same time in 2015. There were 4 new pledgers at that time. The total amount pledged exceeded the amount pledged at the corresponding time last year. A follow-up letter, thanking those who had pledged and asking again those who had not, was mailed the week after Thanksgiving. The Stewardship Committee is currently assessing the results of the pledging campaign. Lessons learned will be used to guide ongoing efforts at stewardship.

Phase Two – The Stewardship Mindset

The task the Stewardship Committee set for itself with Phase Two is just this: to bring stewardship from the sideline into the center of our souls and minds, to make it the main work of our faith-driven lives.

How will we do that? We don't know yet in any detail. Certainly some writing by various members of the congregation – not just members of the Stewardship Committee – will be a part of it. Breakfast before church to make presentations about this could be a part of it. Prayer sessions to read, pray, and discuss how-to-do-this are likely some part of this effort. Sermon remarks on some Sundays – not necessarily from the clergy – are probably a part of it. We, the Stewardship Committee, are working on doing this. Now that Team B's profile work is completed, we will put the time we had used to do that work into doing this work. We are committed to having the outline of a program in place by the end of December.

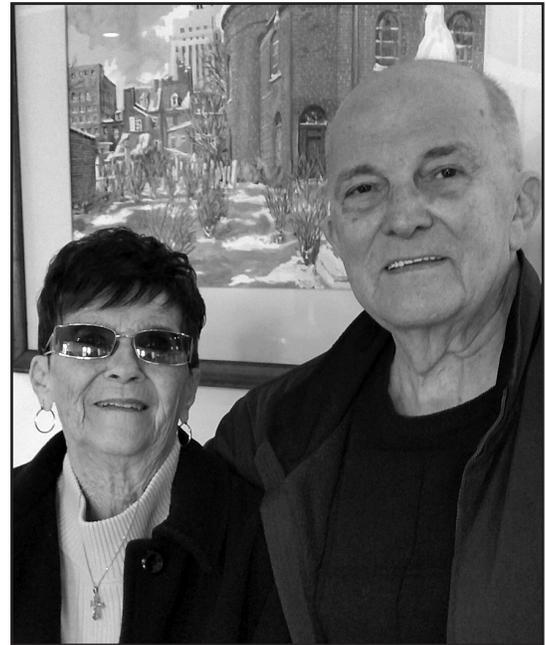
A resolution was passed in the 1989 General Convention, stating that stewardship is the main work of the church. We're committed to helping this parish understand and live by that resolution.

Team C: Ministries for the Parishioners

Author: Megan R. Bartlett, Chairperson of Internal Ministry Team

(Source: Parish Profile Survey and Internal Ministries Evaluation Process by Team C)

Gloria Dei is blessed with staff and many parishioners who feel called to contribute their time, talents, or treasure in support of our internal ministries. Internal ministries are those that support the spiritual, emotional, and financial health of our parish and its parishioners and visitors. The internal ministry team of the Parish Profile Committee was responsible for identifying and evaluating all such ministries.



We enjoy the services at Gloria Dei. Everyone is so friendly. We feel comfortable and happy here.

– Joe & Dolores Collins

Several methods were undertaken to identify our parish's internal ministries. First, the team brainstormed an initial list of ministries and noted the primary goal of each ministry. Goals were identified based on Gloria Dei's initial Statement of Purpose. Next, ministries with the same goal were clustered together and categorized. Six categories emerged: 1) Worship; 2) Worship Support; 3) Christian Education; 4) Parishioner Support; 5) Parish Financial Support; and 6) Preservation and Growth. These ministries, clustered by category, were then shared with the larger 17-member Committee. A few ministries that had been overlooked were added and two ministries that were initially deemed "internal" were later redefined as "external", or "outreach" ministries.

When that process was complete, there were 40 rector- or laity-led ministries identified as serving the internal needs of the parish. These ministries are listed and described in the Appendix.

While the breadth of ministries offered by our small parish is impressive, it was vital to evaluate the effectiveness of each ministry. This was accomplished by creating a ministry description form which lays out the goals, objectives, methods, support, and effectiveness of each ministry. Leaders of each ministry were invited to fill out the form. Each form was then reviewed by all members of the internal ministry team.

Recommendations were then made by the team, based on the ministry leader's perception of current effectiveness and responses given by parishioners in the Parish Survey. Although specific recommendations are listed in the individual ministry description forms (see Appendix), the Point of Destination section lists some general recommendations for each of the six ministry categories and overall recommendations that emerged from the parish survey and ministry evaluation process.

Team D: The People and Needs of the Community

Author: Julie Daye, Secretary, Team D External Ministries

For purposes of our analysis, Team D defined two types of external ministries. Social Ministries are a vital part of our mission as Christians to love our neighbors as ourselves. Spiritual Ministries are an important tool for bringing new people into our parish as members.

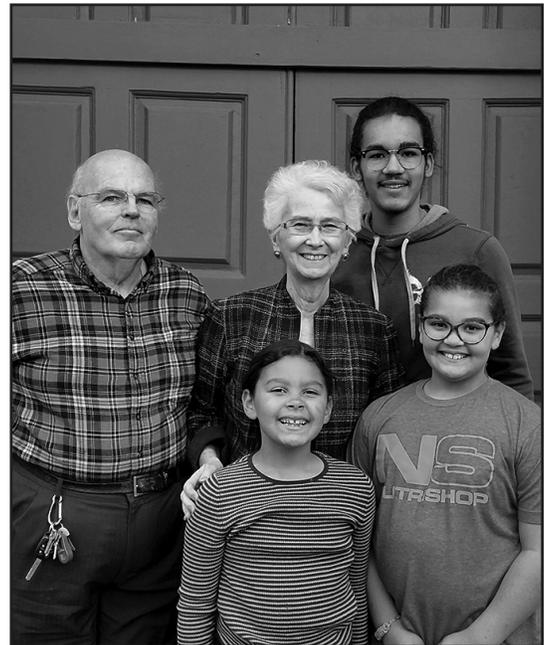
At the beginning of our work, Team D identified the following external ministries offered by the Parish:

Social Ministries

- Guest Chefs at Ronald McDonald House
- Fill the Bus with school supplies for St. Barnabas

Spiritual Ministries

- St. Francis Day Blessing of the Animals
- Seder



Gloria Dei has been a constant place of worship for our family since 1820. It is a welcoming tradition and is a special place for us.

**– Richard and Jeanette Woehr,
and grandchildren
Uri, Mackenzie and Moriah**

Data and Analysis

Team D saw a need to increase the number of both social and spiritual ministries sponsored by the parish. In order to better understand what services are needed, the team collected data about what social ministries are currently being provided in the community by churches and social service agencies. These data were combined with the MissionInsite data presented by Team A to get a sense of what programs are needed in the surrounding community, as well as what spiritual ministries might be effective (see Appendix).

In addition, civic associations in the neighborhood were surveyed regarding ways in which Gloria Dei could be of service to their organizations. However, there was very little response (see Appendix).

The Missioninsite data indicates that families with children are a large demographic for our area. The Parish Survey also indicated interest among some parishioners in working with ministries directed at children and families. This is important information for both kinds of external ministries.

Social Ministry Opportunities

Although the data state that over 87% of the residents are over the poverty level, there are two elementary schools close to the church that have large populations of children living below the poverty level. Both of these schools have indicated a need for help from partners in the community. Additionally, the parish surveys showed support for tutoring children and after-school programs.

Spiritual Ministry Opportunities

Providing a worship service with dinner on a week night might attract families with children who have trouble coming on Sunday morning, but might welcome a place to come for dinner after work.

POINT OF DESTINATION

New Landscape

The Episcopal Church landscape has changed dramatically in the last decade. According to the Episcopal Church Office of Research in 2015, "the Church had approximately 1.77 million members in its domestic dioceses, down from 1.81 million members in 2014. Membership count ten years earlier stood around 2.2 million members. This represents a decline of nearly 20 percent over the past decade...and over the past decade worship attendance has dropped 25.6 percent."

Yet there is hope for growth. The Church's House of Bishops declared in its A Word to the Church for the World, "Yet in all this 'We do not despair' (2 Corinthians 4:8). We remember that God in Christ entered our earthly neighborhoods during a time of political volatility and economic inequality. To this current crisis we bring our faith in Jesus. By God's grace, we choose to see an urgent opportunity to follow Jesus into our fractured neighborhoods."

There is support for growth in our Diocese, when our Bishop Diocesan The Rt. Rev. Daniel G. P. Gutierrez focused on growth in his blog A Shepherd in the Field Pilgrimage. He wrote, "The encouraging part of the conversation was the need to move out into the neighborhoods and the surrounding community. While all agreed it would take effort, the need to go into the community and 'ask what they need' is the catalyst to growth. We moved the discussion from welcoming people into the church to going out and inviting them into the life of the parish. It is the difference from reaction to action."

New Sign Posts

The Bishop's call to be catalysts to growth is echoed in our revised Mission Statement which is a concise explanation of who we are. Also, our Statement of Purpose explains succinctly what we do. These statements are the consequences of the value of our past, our present ministries and the Profile Teams' short- and long-term recommendations for actions necessary for us to meet the needs of our parishioners and our community.

Statement of Purpose

We, the congregation of Gloria Dei (Old Swedes'), an Episcopal Church, honor God by following the teachings of Jesus to love God and to love our neighbor as ourselves. With God's help...

We express our faith through worship.

We honor and celebrate our differences and uniqueness.

We respond to the needs of others in the parish and in the community.

We preserve and build upon the beauty, tradition, and heritage of this sacred place.

We are an inviting, welcoming, sustaining, and loving community.

Revised Mission Statement

With God's help, we, the congregation of Gloria Dei (Old Swedes'), an Episcopal Church, honor God by following the teachings of Jesus to love God and to love our neighbor as ourselves.

Protocol for New and Existing Internal and External Ministries

The Protocol helps to determine whether proposed/current ministries reflect the Parish's Mission by encouraging leaders of current ministries and sponsors of proposed ministries to examine the ministries' purposes while providing information to the parishioners to understand each ministry and encourage their participation. It insures that all ministries meet the canons of the Church regarding rector responsibilities and that all ministries are vestry approved and supported. It provides needed steps for timely assessment, oversight and evaluations of parish supported ministries.

The Protocol calls for a Ministries Panel consisting of four people, appointed by the vestry which will be available as a resource to assist parishioners through the new protocol and to facilitate an annual review of each ministry. Each ministry, new and existing, will be approved by the vestry as a Gloria Dei Episcopal Church sponsored ministry. Existing ministries will be reviewed annually.

With the assistance of the Ministries Panel, if needed:

1. The ministry leader completes a ministry description form (see Appendix), detailing the category under which the ministry falls, its goals, objectives, methods, finances, and method for evaluating effectiveness. Ministries with a proposed budget of more than \$100 complete a budget form describing needed financial resources and anticipated income (if any).
2. The description and budget forms are reviewed with the rector.
3. The description and budget forms are passed on to the vestry for review.
4. Ministries are evaluated annually (or one month after an event) by the ministry's leadership, the Ministries Panel, the vestry and the rector.

The Four Teams' Recommendations for Actions

The recommendations are presented according to the demographics of the community, the survey of parishioners, the assessments of internal/external ministries and the parochial report/financials/stewardship summaries.

Team A – Demographics/Parish Survey

Author: Cathy Ufheil

GENERAL RECOMMENDATIONS

1. Increase community awareness of the Parish as a living community via signage and ongoing relationships with Registered Civic Organizations (RCO) in the primary market area and others who drive by the property.
2. Provide targeted and focused communications (print and social media) to young families and/or their children living in the primary market area. Some examples to explore through the established parish process for new ministries are: children's authors book signing on site, music programs, weeknight children's programs, partnerships with existing youth organizations.
3. Provide parish targeted education programs on "What is the Episcopal Church?" and "What does it mean to be an Episcopalian today?"
4. Provide parish and community programs for the elderly, especially elderly in the surrounding community who live in nursing homes, assisted living facilities or who live alone.
5. Provide educational programs on environmental issues for community residents.
6. Provide educational programs on personal self-improvement issues (e.g. struggles of modern urban living) for community residents.
7. Vestry should review and revitalize for/with parishioners "Transforming Congregations" which was used in the parish several years ago.

Team B – Financials

Author: Barbara Potts

GENERAL RECOMMENDATIONS

1. Vestry adopts and uses the 'Responsibilities of the Rector' found in the Parish Profile.
2. Vestry adopts and uses the 'Vestry Member Responsibilities' (see Appendix).
3. Institute and conduct year-round Stewardship Program developed by formal vestry appointed Stewardship Committee.
4. Vestry adopts and enacts 'Protocols for New and Existing Ministries'.



We came here looking for a church to raise our children. We found at Gloria Dei, a community that embraced our family. One that welcomes diversity, and teaches our girls about spirituality in action beyond Sunday services

– Jeremy and Karen Onyshczak, and daughters Ailsa and Lilia

5. The 10 Most Common Mistakes In Church Finance by Richard Hill, CPA shall be an ongoing reference by Vestry for financial discussions/decisions and financial communications with parishioners.
6. Any and all activities in the parish are communicated to and approved by the rector and vestry for transparency and coordination efforts.
7. Vestry and Rector implement a one-year strategic action plan based on the Parish Profile.
8. Team B is a resource for Search Committee regarding the financial issues of a new rector.

Team C – Internal (Parish) Ministries

Author: Jill E. Duink

GENERAL RECOMMENDATIONS

1. Develop and provide more ministries and worship service involvement for children and youth.
2. Develop and provide more ministries for seniors.
3. Organize and offer more ministries provided by the laity to supplement the rector’s pastoral responsibilities, such as visitation of sick/homebound; and transportation for parishioners to doctor appointments, grocery stores, and church.
4. Organize and provide correspondence with those who are recently married or baptized at Gloria Dei.
5. Explore and develop more partnerships with Episcopal parishes in the Deanery, as well as other community, educational and religious organizations and programs.

ORGANIZE INTERNAL MINISTRIES

Forty current Gloria Dei Internal Ministries were identified. These ministries should be organized to share ideas, resources, responsibilities, and joy in the work. Ministries that have similar goals should work together as Ministry Teams. The six Ministry Teams at Gloria Dei could be:

- 1) Worship
- 2) Worship Support
- 3) Christian Education
- 4) Parishioner Support
- 5) Parish Financial Support, and
- 6) Preservation & Growth.

Note: Please see the Appendix for the six proposed Ministry Teams and their associated individual ministries.

We anticipate the following benefits of this type of ministry organization:

- A vestry liaison for each Ministry Team will inform the vestry of initiatives, accomplishments and issues;
- Organized training for each Ministry Team may be provided in accordance with the goals and objectives of the ministry;



I've been a life long member. My family began worshipping here in 1903. This is my home.

– Connie Twist

- Training may be offered to the parish to increase awareness, understanding, appreciation, and participation; and
- Working together, ministries will develop deeper understandings of the spiritual meaning of their work.

INCREASE EFFECTIVENESS OF CURRENT INTERNAL MINISTRIES

Recommendations for improved resources, focus, and/or protocols for each of our current internal ministries is found in the Appendix of the full report (available upon request). A summary of recommendations by Ministry Team is included below. We expect these to be reviewed and approved by the rector, according to Canon.

Worship

- Increased participation of children and youth in the Sunday Service, which may mean exploring variations on the Liturgy and type of music
- Increased participation by laity regarding preferences, topics and planning
- Increased participation in music ministries

Worship Support

- Increased education, training, recognition, and commissioning by Rector to
 - 1) raise awareness of the importance of worship supports and
 - 2) give these ministries more spiritual relevance

Christian Education

- Increased and varied educational opportunities for all ages that help connect biblical and church teachings to meeting the stresses of living, supported and promoted by clergy and parishioners
- Increased support and promotion of Sunday School by clergy
- Increased participation by laity regarding preferences, topics and planning
- Training in greeting and follow-up communications with visitors, new members, and baptism/wedding families

Parishioner Support

- Increased communications to raise awareness and use of these ministries, including making the needs of parishioners known and connecting to those called to help
- Training provided by the Rector for those interested in participating in pastoral visitation and Eucharistic Minister program



I want my girls to be part of a church community that celebrates their achievements and also holds them up when times are tough. A community of outreach, helping those less fortunate, where all are welcome. We found that at Gloria Dei.

– Sara Eisenstein and daughters Bella and Gigi

Parish Financial Support

- Increased Vestry/Rector support, involvement, and financial oversight
- Increased laity involvement in planning activities and events
- Institute and conduct year-round stewardship education and activities (as recommended by Team B)

Preservation and Growth

- Increased education for vestry understanding of responsibilities to the parish and partnerships
- Develop a Property Committee

Team D - External (Community) Ministries

Author: Julie Daye

GENERAL RECOMMENDATIONS

New Social Ministries to meet the needs of the community

1. Angel Tree Project – Provides Christmas gifts for children from families in need, in partnership with Nebinger Elementary school (*Began in December 2016*).
2. Children's Reading Project – Volunteers read with children at Vare-Washington Elementary School; Parish collects children's books for the school library (*Due to start in January 2017*).
3. Investigate possible partnership with Friends of Nebinger, who are looking for churches to assist them via cooperative mutual efforts of Parish and HGDPC.
4. See if there is interest among the Registered Civic Organizations (RCO) in the community to gather at a summit meeting at Gloria Dei to discuss areas they have in common and how they can help each other.
5. Explore feasibility of potential external ministries such as nursing home visits, Pen Pal program for people with special needs, teacher, etc.

New Spiritual Ministries for the community to attract new members

1. The new rector should join and be involved in Registered Civic Organizations (RCO) e.g., neighborhood civic associations in Queen Village, Pennsport, and Bella Vista to promote parish events and concerns and build partnerships to meet the needs of residents in the individual neighborhoods in the primary market area.
2. The new rector should continue to expand and improve the current internal ministry of Dinner Church, perhaps adding occasional special speakers or music. The service should be advertised aggressively to the surrounding community.



It takes a village to raise a child. At Gloria Dei we feel loved and cared for. We feel like family.

– Angelique Guido and daughters, Cherokee, Dakota, and Navajo

3. The vestry should create a task force to investigate other spiritual ministries that will encourage people in the community to visit and join Gloria Dei.

Growth Committee

It is recommended that the rector and vestry establish a separate “Growth Committee” charged with conducting an in-depth exploration of the complex issue of parish growth, and develop/implement in 2017 a specific, practical ‘down-to-earth’ plan of action(s). Urban parish growth includes individual/communal spirituality, size (such as the parish growing from ‘family’ size to ‘pastoral’ size), and expansion of focused ministries, especially those meeting the needs of the parish’s young and elderly and the needs of the parish’s neighbors. (Proposed resources: The Parish Profile, Materials/ programs from the Diocese of Pennsylvania and The National Church, e.g. “Invite-Welcome-Connect: Developing an Effective Newcomer Ministry” by Mary Palmer, and revisit “Transforming Ministries”)

Team Ministry

The success of any of these recommendations requires ‘team ministry’ in which the clergy, vestry and parishioners understand with trust and respect their responsibilities and those of other members.

Partnerships and Foundations

Forming partnerships with other religious and community organizations and creating separate not-for-profit foundations and to address needs creatively is becoming a mechanism for parishes with limited resources.

The rector works together with an array of organizations such as The National Park Service, Queen Village Neighborhood Association, Young Children’s Creative Arts, Swedish Colonial Society, and the very successful Lucia Fest which has been presented at the Parish for more than 78 years.

The Parish has moved forward with the creation of a successful, ongoing, 501(c)(3) public charitable organization named Historic Gloria Dei Preservation Corporation.



Historic Gloria Dei (Old Swedes') Preservation Corporation

Author: Candace Roberts, Chair of the Board HGDPC

The Historic Gloria Dei (Old Swedes') Preservation Corporation (HGDPC) was established to fund, support, and supervise the restoration, renovation, and ongoing maintenance of the Gloria Dei (Old Swedes') Church buildings, grounds, and graveyard so that future generations may share in this historic and architectural treasure. Situated in the middle of a National Park, the Gloria Dei Church and churchyard has been in continuous use since its dedication in 1700 and is one of the oldest burial grounds in Philadelphia.

In combination with the National Park Service, Gloria Dei (Old Swedes') offers a green space for outdoor community activities, from dog walking to events. The interior spaces provide halls and room for cultural performances, exercise programs that serve the community at low cost, and fundraising events for a variety of organizations. Historic Gloria Dei (Old Swedes') provides an important service to the community to gather and forge relationships that sustain and enhance the region. While there are other gathering spaces in Queen Village and south Philadelphia, Gloria Dei (Old Swedes') is unique in its offerings by virtue of being incorporated into a National Park. The overall space is approximately 5.5 acres. No other space in the immediate community has this acreage available for community use and enjoyment.

Gloria Dei (Old Swedes') receives no funding from the National Park Service. It falls on HGDPC to conserve the property and grounds for future generations. The HGDPC Board is comprised of Gloria Dei vestry members and congregants plus community members with specialized skills that are needed to envision, plan, and execute a program of conservation and enhance the community usage of the property and grounds. The rector of Gloria Dei Church serves in an ex officio capacity on the Board.



OLD SWEDES' CHURCHYARD

The HGDPC Vision includes a long range goal to establish Gloria Dei (Old Swedes') as a living outdoor museum. We are thinking about returning a portion of the National Park space to a woodlands and create a bird and wildlife sanctuary. This concept is in its infancy and would be a 15-25 year project. We seek to restore the churchyard to an earlier point in history, increasing the historical accuracy of the environment and repairing and preserving grave markers that have decayed due to extreme age, the ravages of an urban environment, and some very old damage caused by vandalism.

Approved by the vestry is a Turf Reduction program to replace the grass with ground cover. This would reduce our carbon footprint, provide a healthier environment for the grave markers, and an improved visitor experience to enjoy a beautiful and quiet space. A test space has been approved and grants have been requested to fund the test.

The overarching vision is to increase the public use of the properties and grounds so that we have multiple sources of funds from a variety of groups, organizations and individuals. At one time, Gloria Dei was a tourist attraction and buses would bring large groups to our property. We seek to regain some of that attraction and attention.

The HGDPC is raising funds for long-term investments that will generate annual revenue for the care and upkeep of the Gloria Dei Church buildings and grounds.

Accomplishments to date include: Completion of a church yard map and setting priorities for conservation; Completion of a property review for maintenance and restoration; Examination of why the altar area is sinking and if we should be alarmed (no alarm needed); Repainting Riverside Hall; \$27,000 raised in the HGDPC 100 Founding Lifetime Members program; and at least two fundraiser/ awareness programs each year. Learn more at: <http://preserveoldswedes.org/>

RESPONSIBILITIES OF THE RECTOR

Author: Team B - Financials

OBJECTIVE

The rector of Gloria Dei (Old Swedes') Episcopal Church is to lead and guide the congregation to know and share Jesus Christ and His teachings within its Community of Faith and with members of its neighboring communities by realizing the parish's Mission Statement.

OVERVIEW

The rector is the Principal Pastor and the Chief Executive of Gloria Dei (Old Swedes') Episcopal Church responsible to the vestry and the Bishop, in accordance with the Canons of the Episcopal Church, and a colleague in ministry with all the baptized in the parish.

The rector partners with vestry and lay leadership to achieve the parish's Statement of Purpose.

The rector, while leading the vestry as Chairperson, works with the vestry on developing a strategic plan, policy matters and organizational processes/protocols and oversees all aspects of managing the physical and financial resources of the parish as well as providing the central point of lay coordination of parish goals, priorities and ministries.

The rector functions in relation to other ministries (programs) as a team leader of the parishioners, consultant on process and content, and educator of each ministry in its efforts to define and carry out its goal/objectives. The rector may exercise the right of veto on all matters relative to the spiritual welfare of the parish.

The rector is chief liturgist of the parish, conducting worship and preaching regularly. The rector is responsible for preparing persons for baptism, confirmation, reception and reaffirmation, and ensuring all parishioners are encouraged and instructed concerning good stewardship, including the making of wills and the giving of gifts to the parish.

The rector also represents the parish to the Episcopal Diocese of Pennsylvania, the larger Church and neighboring communities by serving on their organizational committees.

RECTOR'S ROLE

The Rector's role is based on the National Canons of the Episcopal Church - Canon III.9.6

- Worship and spiritual life
- Selection and oversight of all assisting clergy
- Use and control of all buildings and furnishings
- Education of all ages in the Scriptures; the doctrine, discipline and worship of the Church and in their exercise as baptized persons
- Stewardship education for all ages
- Preparation for Baptism, Confirmation, Reception and reaffirmation
- Announcing the Bishop's visit with the vestry, and providing the Bishop with information about the congregation's spiritual and temporal state
- Applying contributions not otherwise designated from one Sunday per month to charitable causes
- Reading communications from the House of Bishops at worship
- Recording all Baptisms, Marriages, Confirmations and Burials in the parish register

Rector's Responsibilities to the Parish

(Based on the Parish Profile Committee's Recommendations in the Appendix)

1. Lead worship, preach the Gospel and administer the sacraments so that the congregation is given the opportunity for spiritual growth and response to Jesus' call (see Parish Profile Internal Ministries re: Worship and Worship Support & Recommendations).
2. Provide administrative skills and supervise staff (includes parish administrator and sexton) and lead/consult the Vestry in a collaborative style regarding all financial and property concerns and actions.
3. Provide for pastoral care of the parishioners so that individuals and families are met with Christian concern.
4. Guide the congregation in 'teamwork' style to meet the parish's Mission Statement/Statement of Purpose.
5. Utilize the talents of parishioners in developing and implementing ministries effectively.
6. Manage all communication programs.
7. Challenge the congregation to recognize the needs of others so that members respond with their stewardship gifts of time, ability and money within and beyond the parish.
8. Provide Christian education opportunities for parishioners of all ages so they can learn the contents of Faith, Scripture and the Church and their application to daily living.
9. Participate in diocesan and community activities so that the mission of the parish beyond itself is furthered.

Specific Gloria Dei responsibilities to create, maintain partnership and community relations are:

- Historic Gloria Dei Preservation Corporation
- The National Park Service
- Queen Village Neighborhood Association and other Registered Civic Organizations in zip codes 19147 and 19148
- Young Children's Creative Arts
- Swedish Colonial Society, Chaplain
- The Lucia Fest
- Church of Sweden, NY
- Lutheran Theological Seminary of Philadelphia

10. Maintain a lifestyle that sets a Christian example

Parish Expectations for the Rector

Note: The summary of expectations of the parishioners is based on the results of the comprehensive Parish Profile Survey referred to earlier in this Report. The complete survey may be found in the Appendix.

1. Worship and spiritual life:

Present expectations of Sunday worship are overwhelmingly met or exceeded. It is paramount that the liturgy brings joy to the service. The preferred Liturgy of the Holy Eucharist for the parish is Rite 2. While its structure is viewed presently as 'traditional' there is a strong willingness to vary from this model in its content (it uses at times Anglican liturgies) and language supported by a combination of innovative and traditional music. As to the ceremony of the rite, there is a strong preference for 'low' church opposed to traditional and structured 'high' church. The parishioners feel strongly that 10-20

minute sermons that are Biblically based effectively address both personal growth and social issues. It is preferred that sermons be given from the aisle. Congregational participation in the Liturgy, especially from the children, is highly desired. Exploration of providing Liturgies for families and children and other Worship Services is suggested.

2. Administrative skills:

A large majority of the parishioners view these functions to be very important or essential to the position. The areas in which the parish requires expertise are: finances, ability to relate to and manage staff, negotiate contracts, computer and social media skills.

3. Pastoral care:

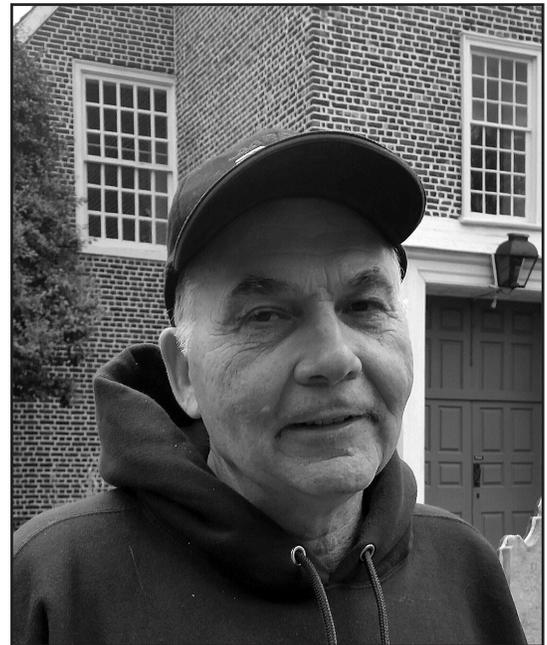
The rector needs to have pastoral and counseling skills which requires the following essentials: understand the stresses of modern life, accept/support people of all sexual orientations, emphasize both women's and men's issues, relate to children/youth (while presently small in number in the parish but large in the community) and elderly (large in parish and in the community), desire to encourage laity pastoral training and accept cultural/racial diversity. This function needs to be carried out with enthusiasm, energy and humor. And, the rector needs to attend to his or her own spiritual needs.

4. Motivate parishioners:

It is very important to have the ability to identify and engage parishioner talents. "Team ministry" of clergy/laity is needed in the parish to share abilities/skills/knowledge to meet effectively challenges and capitalize opportunities such as: seeking and welcoming new members, recognizing changes in the parish and the community, creating and executing successful stewardship endeavors, and being a part of solutions rather than problems.

5. Communications:

Presently, congregants feel that while they are well informed of parish activities, including finances and decisions, access to such information is difficult. Needed to address this issue is the ability to manage personally or supervise a 'Communications Manager' to create/coordinate existing/new tools and channels.



*When I first came here
I didn't know anyone.
I felt so comfortable I
stayed. I feel like I belong.*

– Jim DiPlacido

Who We Are

In summary, this Profile Report points to several key elements we need to remember and practice as we continue on our journey:

- Understand our heritage and responsibilities as Christians in the Episcopal Church.
- Support partnership ministries that are in line with our Mission (e.g., National Park Service, Queen Village Neighbors Association, and the Historic Gloria Dei Preservation Corporation).
- Worship and Celebrate the Holy Eucharistic together regularly.
- Recognize that we are a small, but active congregation of families, couples and single adults with a large percentage of seniors. We hope to see more families with young children, but are also dedicated to better meeting the needs of the older adults in the congregation.
- Share our ministries with dignity, understanding and transparency to meet the needs of others.
- Focus our ministries by adhering to the “Protocol for New and Existing Ministries”
- Increase our ministries to our neighbors to better know and meet their needs. We feel moved by Bishop Gutierrez’s call to bring the Church to the people, thinking outside the traditional notion of church as a building and a place of worship.
- Practice good stewardship. For the past seven years, we have seen a decline in both attendance and pledges, not unlike other Episcopal Churches. We strive to grow both spiritually and in size.
- Adhere to a growth based strategic action plan, to be developed soon.
- Search for and call a rector who will continue our tradition of welcoming all people, regardless of age, race, sexual orientation, gender identity, ability, or class and help us to determine our vision for the future.

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The complete appendix or specific sections are available on request in PDF format or printed. Please contact the Church office at 215-389-1513.

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Mission Statement

With God's help, we, the congregation of Gloria Dei (Old Swedes'),
an Episcopal Church,
honor God by following the teachings of Jesus to love God
and to love our neighbor as ourselves.

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