

**Anchorage Breakfast Program
A Report of the Working Group**

Approved by the Vestry of
Saint James Episcopal Church
February 16, 2010

Saint James Episcopal Church
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Table of Contents

Executive Summary	page 3
Mission	page 4
The Anchorage Grace	page 4
Introduction	page 4
Working Group	page 5
Recommendations	page 6
First Strategy – Enhance day-to-day offerings of the ministry	page 7
Implement good management practices	page 7
Implement changes to the physical plant	page 7
Perform cost analysis of food	page 8
Maintain and review private security	page 8
Review cleaning contract	page 9
Seek external funds	page 9
Continue the Working Group	page 9
Continue to build external relations	page 9
Second Strategy – Consideration of long-term visioning	page 10
Appoint part-time program coordinator	page 10
Consider creation of a 501(c)(3) not-for-profit organization	page 11
Appendices	
1 Anchorage data	page 13
2 Focus Groups	page 14
3 Anchorage Ministries Chart	page 16

Executive Summary

From its inception in 1985, the Anchorage ministry has offered more than breakfast. The homeless and at-risk populations that had frequented Lancaster Public Library for years were the impetus for Saint James Episcopal Church to begin this significant outreach ministry. Anchorage was created to provide safe and productive space for Lancaster's marginalized and those who faced major mental health challenges without sufficient familial, institutional or social agency support.

Today, as the city of Lancaster continues to rely heavily on faith-based institutions and other non-profit entities to render needed services to its most vulnerable residents, Saint James remains both ideally suited and steadfastly committed to playing a critical role. Volunteers from Saint James as well as the Society of Friends, local Jewish congregations, and other members of the local community including young people and those with special needs are dedicated to offering this ministry 5 days a week, 52 weeks a year. Presently, the Anchorage Breakfast is focused primarily on providing a modestly nutritious breakfast to all guests without questions being asked. The majority of guests are men between ages 20 and 60, while a significant proportion are women, children, and the elderly. The last two years have seen a 20% increase in the daily guest count, now at 125, and the number of meals served annually (31,875 in 2009). This growth has created pressure on all aspects of the program including cost. Direct and some indirect expenses for the program were more than \$70,000 in 2009.

In 2009, a Working Group was named to undertake a thorough review of the Anchorage program to examine both the existing operation and the opportunities for the parish to grow in this mission by creating a more comprehensive offering of support to those in need. The results of the review will reinforce the parish's understanding of and commitment to the idea that Anchorage is about far more than breakfast.

The Working Group report urges the parish, as well as our current and potential partners within the broader community, to see and understand the concept of Anchorage as an umbrella under which several ministries or services may operate over time. Some ministries are offered regularly, including on-site referrals to local agencies such as the Veterans Administration and Spanish American Civic Association, and direct services such as free HIV testing conducted by the AIDS Community Alliance. Other ministry opportunities may occur only occasionally, as in the temporary sheltering of persons displaced by fire or through our annual participation in the Lancaster County Council of Churches' Winter Shelter program.

Based on its findings and considerations throughout the last year, the Working Group recommends the Rector and Vestry consider implementing two broad strategies in 2010:

- Through incremental change enhance the day-to-day offering of the existing ministry.
- Consider long-term visioning and transformation of the Anchorage Breakfast and other related ministries with other partners including other churches serving community meals, the YWCA, Water Street Rescue Mission, Lancaster County Council of Churches, Lancaster County Community Foundation, United Way, and Tabor Community Services.

Mission

The Anchorage Breakfast Program provides a modest breakfast to all who enter the doors of Saint James Parish House regardless of need or current station in life. In addition to breakfast, pastoral care of Anchorage guests is provided by parish clergy, and limited social service needs and referrals are provided by outside resource professionals.

The Anchorage Grace

While no prayers or attendance at worship service is required of guests who partake of the breakfast meal, a common prayer has been provided for the volunteers so that those who wish to do so may offer their thanks and intercessions.

Heavenly Father, we thank you for this opportunity of fellowship and ministry. We ask that your strength and compassion be known through us this day. Bless this food that we prepare so that it may be a sign of your love for us all. Comfort those in need and allow us to see Christ in both stranger and friend. Unite us all in you, through Jesus Christ our Lord we pray. Amen.

Introduction

In operation for more than 25 years, the Anchorage Breakfast Program (also known as “Anchorage Breakfast”, “Anchorage”, or simply “Breakfast”) is the single, largest outreach ministry of Saint James Episcopal Church. Each Monday through Friday, 52 weeks a year, volunteers from the parish and local community serve a modestly nutritious, cold breakfast to many of Lancaster’s low income, unsheltered and socially excluded populations. On average, 125 men, women and children are served daily by teams of 6 to 8 volunteers. During peak periods of the month, as many as 160 to 175 hungry persons arrive for breakfast.

A snapshot of the typical guest profile is shown below, based on the 132 guests who participated in the Anchorage Breakfast program on October 1, 2009:

Age	Children ages infant to 17	5 %
	Adults ages 18 to 59	81 %
	Seniors ages 60 and older	14 %
Gender	Female	20 %
	Male	80 %
Race/ethnicity	African American	29 %
	Asian American	<1 %
	Hispanic/Latino/a	18 %
	European American	53 %
	Native American	none
Other status	Disabled	<2 %
	Veteran	<2 %

While Anchorage has grown steadily over time, the program has seen more dramatic increases in the number of breakfast guests during the last two years.

<u>Year</u>	<u>Daily guest average</u>	<u>Meals served</u>
2005	97	24,528
2006	102	25,705
2007	104	26,678
2008	115	29,296
2009	125	31,875

The marked increase in demand, undoubtedly related in part to the national economic decline, has created new pressure on Saint James with respect to virtually all aspects of the program including cost, facilities and equipment, program security, staff, and, not least, the volunteers.

The weekly schedule for Anchorage is managed by 3 volunteers. Volunteers work on teams which are assigned a particular day of the week. Regular volunteers, most of whom are members of Saint James, are sometimes aided by students from local schools (e.g., at-risk and vocational students) as well as individuals completing community service programs.

Annual operating expenses for the program in 2009 were budgeted at nearly \$70,000. A breakdown of the direct expenses can be seen below. Indirect expenses (e.g., electricity, heat, wear and tear, administrative support, etc.) are not currently calculated for budget purposes.

Food and supplies	\$28,000
Security	\$14,000
Cleaning & maintenance	\$13,800
Administrative program oversight	\$13,100

Working Group

Soon after arrival as Rector of Saint James in fall 2008, The Rev. David Peck requested a review of the Anchorage Breakfast program to better understand all aspects and procedures of this key parish ministry. Fr. Peck appointed The Rev. John Symonds, Curate of Saint James, to lead the review for which the following the objectives were established:

- Establish a Working Group to assist in the review, including security, nutrition and effectiveness
- Consider ways of improving, reducing or expanding current service provision
- Meet stakeholders (volunteers, guests, policy and agency experts, and other churches) with a view toward collaboration and cost-sharing
- Consider theological implications and identity of the ministry as it relates to the parish of Saint James, as well as how it is viewed by the Lancaster community

Because the program had not been formally reviewed in quite some time, and, in part, because the Saint James clergy were new to the parish at the time, the review was expected to be helpful in clarifying both how and why the program operated as it did, how previous problems had been addressed, and what improvements might be made. Fr. Peck and Fr. Symonds invited several people to join an ad hoc working group that would be comprised of Anchorage

volunteers, individuals who attend the Breakfast program regularly, and parishioners with specific skills in long-range visioning as well as program implementation. The Working Group members included John Fry, Charles Green, Chris Modlin, Laura Mueller, Kit Slauch, and Debbie Wetzel, along with Fr. Peck (ex-officio), and Fr. Symonds, who chaired the group. Retired Deacon Mary Lou Brought also worked with the group during its early months.

The Working Group met monthly, examining and testing the policies, practices and assumptions of the program and considering whether and how to relocate, expand, enhance, or otherwise modify the program and its related services. The group looked beyond the parish as well, examining how Anchorage Breakfast relates to and works with other community services or programs. To aid in its evaluation, the Working Group also held focus groups to gain perspective from key stakeholders such as the volunteers, parish staff, and breakfast guests. (Appendix Two shows a summary of the input provided by the focus groups.)

Based on the Focus Group meetings and other discussions within the parish, it was apparent that current volunteers and parishioners do not currently have a vision or much enthusiasm for expanding Anchorage ministry. Many are not inclined to attempt much else in terms of services to the breakfast guests. The general consensus was that Saint James does its basic breakfast ministry well and the parish should stick to that offering. Concern was shared that we not attempt to duplicate other services that may be provided elsewhere.

The work of Anchorage volunteers as it is currently structured appears to meet an important need for connection and interaction within the parish. Each of the five teams of volunteers serves as a type of “small group” which allows a sense of shared identity and commitment. Having multiple small groups serving the same overarching ministry without any formal coordinating mechanism, unfortunately, can also serve to create incoherence and inconsistency with respect to training or implementation.

A key task of the review, and of ongoing parish leadership, is both to hear the sentiments of volunteers and other stakeholders and, where appropriate, to challenge them. Individuals may not seek or want change, but such hesitation does not mean that some level of change is not needed or that new policies and practices should not be added.

Based on the findings and recommendations of the review, the Working Group asserts that Anchorage Breakfast will continue to function within the Parish House and that no dramatic changes will be made to the physical plant in the near term. There are no funds available currently to modify the Parish House or to retrofit the Marion Street property. Thus, additional services or programs would need to be implemented in a way that does not change the “ecology” of the Anchorage Breakfast. To that end, potential new initiatives would be evaluated using set criteria to determine how well they dovetail with what already occurs from 8:00am to 10:00am in the Parish House.

Recommendations

From its inception, the Anchorage Breakfast ministry offered more than breakfast. In its earliest days, the program intended to create safe and productive space for Lancaster’s marginalized and those who faced major mental health challenges without sufficient familial, institutional or social agency support. Today, as the city of Lancaster continues to rely heavily on faith-based institutions and other non-profit entities to render needed services to its most

vulnerable residents, Saint James remains both ideally suited and steadfastly committed to playing a critical role. The results of this review should reinforce the parish's understanding of and commitment to the idea that Anchorage is about far more than breakfast.

The Working Group urges the parish, as well as the broader community, to see and understand the concept of Anchorage as an umbrella under which several ministries or services operate over time. Some ministries may be offered regularly, such as on-site referrals to local agencies or free HIV testing. Others may occur only occasionally, as in the temporary sheltering of persons displaced by a nearby high-rise building fire. (As a result of that outreach, Saint James has been designated as an American Red Cross emergency shelter.)

Based on its findings and considerations throughout the last year, the Working Group recommends the Rector and Vestry consider implementing two broad strategies shown below along with specific tactics that have been identified.

First Strategy: Employ several key tactics to ensure that the day-to-day offering of the existing ministry be enhanced in 2010.

Implement good management practices (GMPs) with respect to serving food. Anchorage volunteer and Working Group member Chris Modlin participated in a food handling training course offered through the Central Pennsylvania Food Bank in October 2009. Based on information gained from the training course, the Working Group has determined that there are a number of GMPs that Anchorage Breakfast volunteer food servers should implement. These include, but are not necessarily limited to:

- the use of hats or other head-coverings
- no jewelry worn on hands and wrists except flat and unobtrusive rings
- food handling gloves are to be worn
- drying towels are not to be hung or worn over the servers' shoulders
- towels are not to be used to dry the dishes as they exit the dishwasher - dishes should either exit the unit pre-dried or be allowed sufficient time for air-drying
- a cleaning rag or towel placed in disinfecting solution in a small bucket should be used to wipe down the countertops
- food handlers should prepare toast for distribution rather than permitting the guests to handle the spreads (e.g., margarine, jams, peanut butter)

These changes should be introduced gradually, sensitively and sustainably by reviewing what steps are most feasible and important. The target date for initial implementation of GMPs is on or about March 1, 2010. A catering professional will assist in reviewing practice and training of volunteers.

Implement changes to the physical plant. Key improvements include:

- Add a mop-sink in the utility closet in the Forum Room
- Change shelving in the food pantry from wooden shelves to metal shelves; increase the distance between bottom shelves and floor
- Designate present large commercial refrigerator solely for Anchorage Breakfast use

- Dedicate one regular refrigerator/freezer to the parish of Saint James for non-Anchorage use
- Add new food handling signs in the kitchen
- Remove inadequate Spanish-language sign in the men's restroom; bi-lingual signage for the entire church campus should be considered for the benefit of the Anchorage Breakfast, parishioners, and guests/visitors
- Place new signs in restrooms reminding Anchorage Breakfast volunteers to undertake proper hand washing
- Provide hand sanitizers for breakfast guests and volunteers
- Dedicate Forum Room bulletin board/wall space solely to the Anchorage; recommended area is near table currently used for community resource individuals and agencies
- Add food donation drop-off register in the kitchen to track donations more effectively

Seek to reduce costs by performing in-depth analysis of goods purchased from current vendors and possible competitors, including but not limited to the Central Pennsylvania Food Bank, Costco and BJ's Wholesale Club. Food remains the single largest expenditure for Anchorage and it has been several years since vendor prices were competitively reviewed. We are exploring a formal relationship with the Central Pennsylvania Food Bank which would allow for the purchase of some supplies at a greatly reduced cost. Food, paper goods and other supplies currently are purchased from Darrenkamp's Market, an independent grocer. Milk and juice are purchased from Swiss Premium Dairy. Ordering and maintenance of inventory, a substantial ministry in and of itself, is done by volunteers Kathy Heckles and Nan Reynolds.

Maintain the uniformed private security personnel; consider decreasing the current 4 hours per day contract to 3 hours per day at the existing hourly rate. Review of job description and timing of daily tasks to determine whether reduced hours fracture the ethos of the role or add to costs elsewhere (e.g., overtime hours for sexton). The Anchorage Breakfast, which opens the Parish House doors to the breakfast guests from 8:30 a.m. to approximately 9:45 a.m., offers dedicated on-site security during that 75 minutes as well as security presence for the guests on the front steps of the Parish House beginning at 8:00 a.m. Saint James has had excellent service through the Schaad Detective Agency. The Anchorage Breakfast Program has had its security officer in place for the last five years.

On-site security is a sensitive issue for a number of reasons. The Anchorage Breakfast is the only community meals-based program out of eight church sites where on-site security is provided. According to the current security officer, the majority of safety-related incidents over the past five years have been perpetrated by guests upon other guests. During this same time, the security officer also has been assaulted three times. Strict enforcement of a no-weapons policy and constant monitoring of disruptive behavior has helped minimize and/or pre-empt incidents. It seems clear that a professional security presence is essential and enables the parish to provide this ministry more safely. Several factors contribute to the need for on-site security:

- the timing and the scale of the meal program
- the mixed use function of the physical plant and campus
- the recent history of drug dealing

- weapons carried by guests and assaults against other guests and security staff
- bags required to be left outside; thefts from staff or visitors in the campus during breakfast time
- the need routinely to liaise with police and community safety officers

Review the current outside cleaning contract and seek competitive bids. Orlando's Cleaning Company is contracted to clean both the church and Parish House. Due to the Anchorage Breakfast Program, the kitchen, forum room, first floor hallway and restrooms require daily cleaning. Without Anchorage, the Parish House would require only weekly cleaning. The existing contract was reviewed in 2009 and a reduction of approximately 6% was negotiated for 2010. The size of this annual contract is sufficient to warrant regular comparisons with other vendors be scheduled.

Seek external funds from various sources including not-for-profit and private sectors as well as individual contributors. Saint James has always provided the needed funds for Anchorage through the generosity of the parish as well as a few external gifts, but increased costs are creating a greater challenge. Through the federal stimulus package of 2009, Saint James was eligible to receive reimbursement for partial food purchases made from April through October. The Lancaster County Council of Churches, on behalf of United Way of Lancaster County, was the granting agency that handled the federal funds for the community meals churches. More than \$5,000 was awarded to Saint James Episcopal Church for the Anchorage Breakfast Program (one third of the total funds available to the community meals churches) which is an important start in cost-sharing and collaboration.

The Anchorage Breakfast also made an appeal in early summer of 2009 to the Lancaster County Community Foundation for a special award of \$25,000. The grant request was not funded. In October, a proposal for \$5000 was submitted to the Diocese of Central Pennsylvania for an Operation Understanding grant. The request was funded for \$1000.

Continue the monthly meetings of the Working Group. The Working Group will continue to meet to provide counsel to the Anchorage program. Discussions with staff as well as with the Mission and Justice Committee may aid in identifying opportunities for enhancing ministry.

Continue building external relationships and widening the profile of the Anchorage Breakfast program within the community. The outside resource agencies and organizations as well as local politicians who have been special guests of the Anchorage Breakfast over 2009 include:

- Susan Eckert and Tom Clingan of the United Way of Lancaster County
- Ken Smith of Community Basics, Inc.
- Sam Bressi and Shanon Solava-Reid of Lancaster County Community Foundation
- Jere Shertzer and Scooter Haas of Water Street Missions
- Dan Hess of Life Management Associates
- Homegrown Edible Landscaping Co.
- Alice Yoder and Ivonne Lambie of Lancaster General Hospital
- Phil Wenger of the Lancaster County Homelessness Coalition
- State Senator Mike Brubaker
- State Senator Lloyd Smucker
- State Representative Mike Sturla

- Lancaster County Council of Churches and the “Community Meals” churches, who operate in loose partnership with the Council. Participating churches include Saint Anne’s Catholic, East Chestnut Street Mennonite, First Reformed United Church of Christ, Grace Lutheran, Christ Lutheran, Saint Mary’s Roman Catholic, and Holy Trinity Lutheran.

Although the Anchorage Breakfast is becoming better known among community churches, civic organizations and governmental agencies, it is not well known by the general public. For many years, Saint James has operated this ministry nearly independently of other service providers, save those few community resource people who periodically lend their services. Stronger alliances among all entities who are working on behalf of the community’s vulnerable will strengthen the impact of their collective efforts.

Second Strategy: Engage in long-term visioning regarding the potential to transform Anchorage Breakfast and related ministries throughout 2010 and beyond.

Appoint a part-time program coordinator, either volunteer or paid, to be responsible for management of the whole ministry. Working in partnership with current volunteer coordinators, the host/greeter ministry, security and staff, the program coordinator will provide support to these individuals in the critical roles they play as well as provide essential oversight of the whole enterprise. This appointment should be considered for the beginning of the second quarter of 2010 for up to 20 hours per week.

It is not surprising that a volunteer-led program which has had to cope with a rapid increase in demand has some administrative weaknesses that need to be addressed. There is currently no structure for routine management and oversight of the program or for training of volunteers. There has been only limited opportunity for theological reflection for volunteers. There is no contract or clear indemnification by volunteers with Saint James. Staff report insufficient communication among the various volunteer teams, which leads to occasional confusion or problems with planning, inventory, and visiting guests.

Despite its long-term and immensely successful reliance on volunteers, there are administrative costs associated with the work of individual staff members in supporting Anchorage. Historically, the parish has not assigned a cost to this administrative work, but in 2009 the church estimated a personnel cost of \$13,100 for administrative oversight linked specifically to the work of Fr. Symonds (based on a proportion of annual compensation). Other staff positions are actively engaged in the delivery of the Anchorage Breakfast, including the Parish Administrator, Financial Administrator, and Sexton, but their time has not been charged against the Anchorage program budget.

Mr. Charles Green provides a crucial function of Host and Greeter for the Anchorage Breakfast Program. He does not receive any financial remuneration for his efforts but his story and ministry is all the more significant and authoritative because he was originally a breakfast guest himself many years ago. Mr. Green and the parish Sexton work very closely with the Anchorage Security Officer sharing information and concerns about guests and the program on a daily basis. They are both in conversation with Fr. Symonds, as well as key

breakfast volunteers as needed. The Sexton, under the direction of the Parish Administrator, has overall responsibility for security on the campus.

One of the benefits of having an ordained staff member with a dedicated oversight function with the Anchorage Breakfast was that explicit connections were made between the body of Christ and its pastoral concern for those who are poor or marginalized. Moreover, the prophetic witness and sharpened advocacy skills of the parish members to speak up for those whose voices are rarely heard by some power structures and apathetic sections of our community. “The Longest Night”, an ecumenical gathering on December 21, 2009 in which nearly 100 people participated in a vigil and walk of witness, is powerful testimony of the Downtown Ministerium’s shared commitment to advocacy and service. More integrated thinking has taken place in terms of how the Anchorage Breakfast fits into and feeds the community concern, theological thinking and service (in short, the “mission”) rendered by Saint James as a parish. This was seen in the increased profile of the Anchorage Breakfast in prayers, invitations to worship, ecumenical sharing and opportunities for reflection and prayer following voluntary service at the Anchorage Breakfast, Winter Shelter, or other emergency ministries.

Having a program coordinator would enable an integrated approach to food sourcing, purchasing, storage and handling, hygiene and training requirements; security and staff interfacing; as well as assisting in pastoral issues and lay spirituality arising out of this significant ministry. This might be the ideal basis of a part-time parish deacon’s role, which was a foundational model of the ministry. Consideration also should be given to identifying “lead volunteers” for specific tasks who are or could become Working Group members. The role of this group could be broadened to include other stakeholders in community meals programs or advocacy efforts in the city and county.

Consider the possibility of creating a separate 501(c)(3) not-for-profit organization from which to operate the Anchorage Breakfast and its related ministries. While great strides were made this past year to connect with local agencies, the Anchorage Breakfast program is still insufficiently recognized as part of the community fabric of Lancaster City and County and its emergency response needs. A simple and effective governance, fundraising and management structure could be erected through the creation of a new non-profit entity that would articulate its long-term vision for the Anchorage Breakfast Program and related ministries of Saint James and its ecumenical partners. The new organization would enable the type of broad-based community partnerships and collaboration that would enhance effectiveness, establish better partnerships, garner increased financial contributions, and expand the means of direct service to the marginalized in our community.

We recommend this new entity, tentatively called “Anchorage Ministries,” be a collaborative effort forged through consultation with The Lancaster County Council of Churches and, ideally, with financial and other support of the Lancaster County Community Foundation. Anchorage Ministries could, for example, be a platform from which to offer a Lancaster County Coalition to End Hunger.

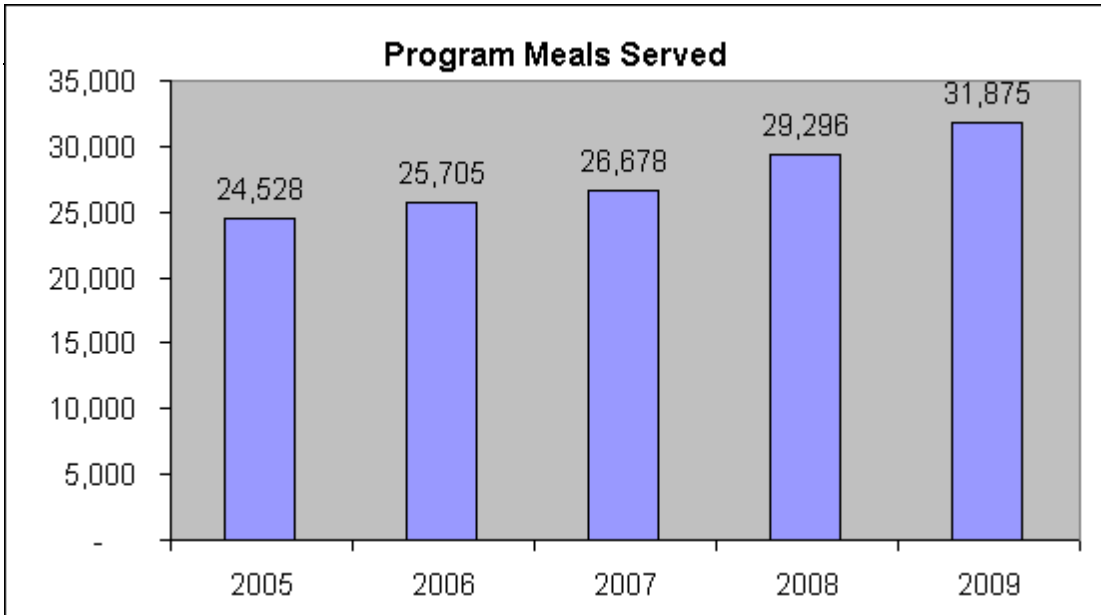
Working in partnership with the Lancaster County Council of Churches and community meals churches, Anchorage Ministries would take on the work of the Council’s assistant director including its county-wide food assistance efforts. While not a traditional food bank,

Anchorage Ministries would function as both food distribution and hunger advocacy program acting on behalf of all of the community meals churches. With broad support, Anchorage Ministries would pay for a program coordinator as well as for a security officer.

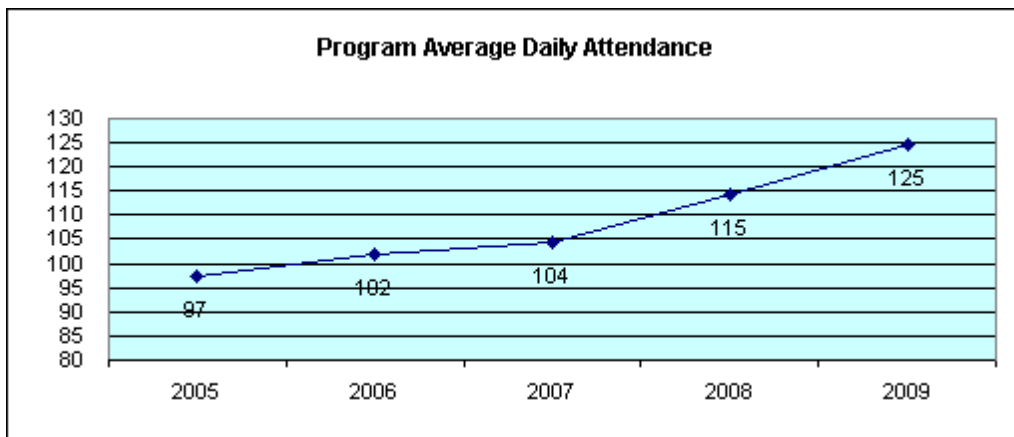
Anchorage Ministries at Saint James cannot be committed to just one avenue of service. Our love and concern for the vulnerable people of our neighborhood, our city, and our county means we must engage in advocacy as well as feeding ministries. We need to stand more intentionally, as a church and as a community center, nearer to the crossroads of charity and politics. We must continue to build on the success of the last year in bringing local politicians and the community into closer relationships with us and with each other. Advocacy means asking ourselves and our policy-makers how current social policies and social services ensure the appropriate resources of the community are used in service to others for the sake of the common good. How we will do this depends on further conversations with partners and stakeholders in the coming year. As expressed so well by Susan Eckert, President of the United Way of Lancaster County, Saint James will continue to explore how to harness our belief in “the power of collaborative action.”

APPENDIX ONE

**ANCHORAGE BREAKFAST PROGRAM
2005 – 2009**



Year	Average Attendance	% Increase
2005	97	
2006	102	5%
2007	104	2%
2008	115	11%
2009	125	9%



APPENDIX TWO

Focus Groups

Three important focus groups meetings were held last year. On August 25, 2009, a meeting and appreciation dinner held for the Anchorage Breakfast volunteers. Approximately 40 individuals attended along with the Rector and Fr. Symonds. Following dinner, guests were asked to respond to a series of questions relating to volunteer perceptions of nutrition, spirituality, gaps and opportunities for improving or expanding services.

This particular focus group was critical for the overall ministry for two main reasons. First, there had never before been a dedicated appreciation dinner for the volunteers. It was discovered that evening how extensive and immense the collective volunteering efforts have been over time with more than 225 combined years of service represented by the volunteers present. Moreover, this focus group gave voice to the volunteers who had an opportunity to learn more about how the other daily shift volunteers approach their own work. Second, this focus group provided a time for some theological reflection as to what the Anchorage Breakfast means to the volunteers themselves and to the parish.

Volunteer Feedback

Generally speaking, the volunteers responded that they believed that the actual ministry of the Anchorage Breakfast as it operates presently is more than adequate in terms of nutrition and meeting the needs of the guests who come, for the most part gratefully, for a simple breakfast. Volunteers believe the breakfast meal to be fairly nutritious and did not see a strong need for the menu to be changed. It was suggested that eggs could sometimes be offered as well as hand fruit (apples, bananas, oranges, etc.). The volunteers enjoy participating in a ministry that is clearly contained within a reasonable time period and has required little initial or in-service training. Some volunteers voiced anxiety regarding the suggestion to begin the morning with prayer, believing that it could feel exclusive to some volunteers who were not members of Saint James. For the guests, it was recommended that opportunities for prayer be available with the parish clergy and more information be made available about worship, either through private conversation or through invitation to daily Morning Prayer.

When invited to consider ways of increasing their interactions with the guests, the group recommended only that toward the end of breakfast, remaining toast could be taken out into the dining room by a volunteer as is done now. When asked about creating additional opportunities for the Anchorage Breakfast guests, again, few new ideas were presented by the volunteers. The general sentiment was that other service providers already offer services to the Anchorage Breakfast guests and that having Saint James do so would be both redundant and costly. Having resource people available to the Anchorage Breakfast guests was felt to be an adequate and effective technique for the ministry.

Guest Feedback

A focus group meeting for Anchorage guests was held on September 23, 2009 immediately following breakfast that day. Approximately 25 individuals were on hand to share their thoughts about the breakfast. Guests were asked: 1) what they would like changed; 2) what did they like and not want changed; and 3) what other services, if any, would they like the parish community and the Anchorage Breakfast to consider making a part of the overall ministry. Generally, the guests commented that they are very appreciative of the breakfast as

it is. Some mention was made of the fact that, over the winter months, hot oatmeal is welcomed in addition to the cold cereal. It was suggested that a second, separate coffee station would also be a well-received addition to the current offering. No substantive recommendations were offered by the guests pertaining to additional services that could be provided either during or after the Anchorage Breakfast.

Staff Feedback

On December 2, 2009 the staff from Saint James met for a day-long work retreat during which a mini-review of the Anchorage Breakfast was completed including a discussion about the mission and vision for the program. Staff saw the role of Anchorage Breakfast as providing meals, caring for people, fostering small groups (the volunteers), and prayer in action. The group agreed that Anchorage should be in the business of eradicating poverty, teaching, or direct evangelism. Additional efforts for an expanded Anchorage might be advocacy, education (e.g., nutrition, managing finances, job skills) gathering the wisdom of the poor, counseling, spiritual hope, collaboration with other community initiatives, attracting people outside the church, vocational opportunities (e.g., food training).

Action steps recommended by staff included engaging the volunteers and the parish in understanding the vision/mission of Anchorage and building in an ongoing needs assessment of the ministry. With respect to the program structure staff suggested that the Vestry be better informed of the Anchorage Breakfast, seek new volunteers, consider ways to minimize the physical separation of volunteers from guests; attend to apparent inertia of volunteer leadership; create better coherence between the five volunteer teams; and assert clergy leadership of the program in a more positive way.

Leadership was identified as an important consideration for the overall effectiveness of the ministry and the important interplay of professional and volunteer leadership was noted. There needs to be a clear definition of leadership and authority as well as greater assistance to volunteers in understanding the vision, mission and strategy of the Anchorage Breakfast. Specific recommendations offered included developing a program leader, and creating a new volunteer leadership position – a “captain” or “head servant” - responsible for serving in the dining room among the guests.

Other observations centered on issues of systems, performance, and program results. Program volunteers have not been trained to sit and listen to the Anchorage guests. Also, there needs to be more frequent polling and inventorying of the attitudes and thoughts of the volunteers to help identify and respond to volunteer “burn out.” The increasing age of Anchorage Breakfast volunteers was noted leading to the potential for some safety concerns, limited ability to participate in the delivery of services, and so on.

APPENDIX THREE

ANCHORAGE MINISTRIES

Leadership, Management and Coherence issues across a range of ministries including those of meals (breakfast and power-packs) shelter (overnight and emergency) and pastoral relationships (spiritual, health, education, employment or financial needs) with low income and vulnerable citizens, children, neighbors and parishioners.

Administration	Pastoral	Mission & Theology	Volunteers
The breakfast program, along with all others on St James premises must be safe for all; financially sustainable and further the mission of the gospel.	The breakfast is a welcoming place of refuge and nourishment at the start of every week day for the vulnerable and isolated in Lancaster.	‘Mission’ should change us by broadening our relationships as a church as well as deepening faith and challenging complacency.	Volunteers should be safe in, productive through, and encouraged by their ministry among us.
Supplies and purchasing	Guests: One to one conversation, concern, prayer and referrals	Through theological encounter, reflection and conversation identify how we receive the gifts and graces from breakfast experience as volunteers and as a congregation	Job description which outlines program vision, roles and expectations including distinctions (one or both sides of the counter) and categories, e.g. ‘ head servant’
Security	Prayer, evangelism and discipleship opportunities for those who ask us for them.	Advocacy: listening to the voice of the poor (their wisdom and needs) and amplifying it to others	Recruitment and agreement to indemnification
Health & Safety	Volunteers: encouragement, encountering, nurturing faith and small group identities.	Agency liaison, e.g. LCCC, YWCA, UW, LCCF Community liaison including politicians	Rota management across programs: breakfast, overnight shelter, emergency shelter and responses.
Grants and Accounts		Performance review and discernment of new program additions, cuts or partnerships	
501(c)3		Media and PR	