



St. Andrew's
Episcopal Church
Bryan, Texas



Second Parish Meeting

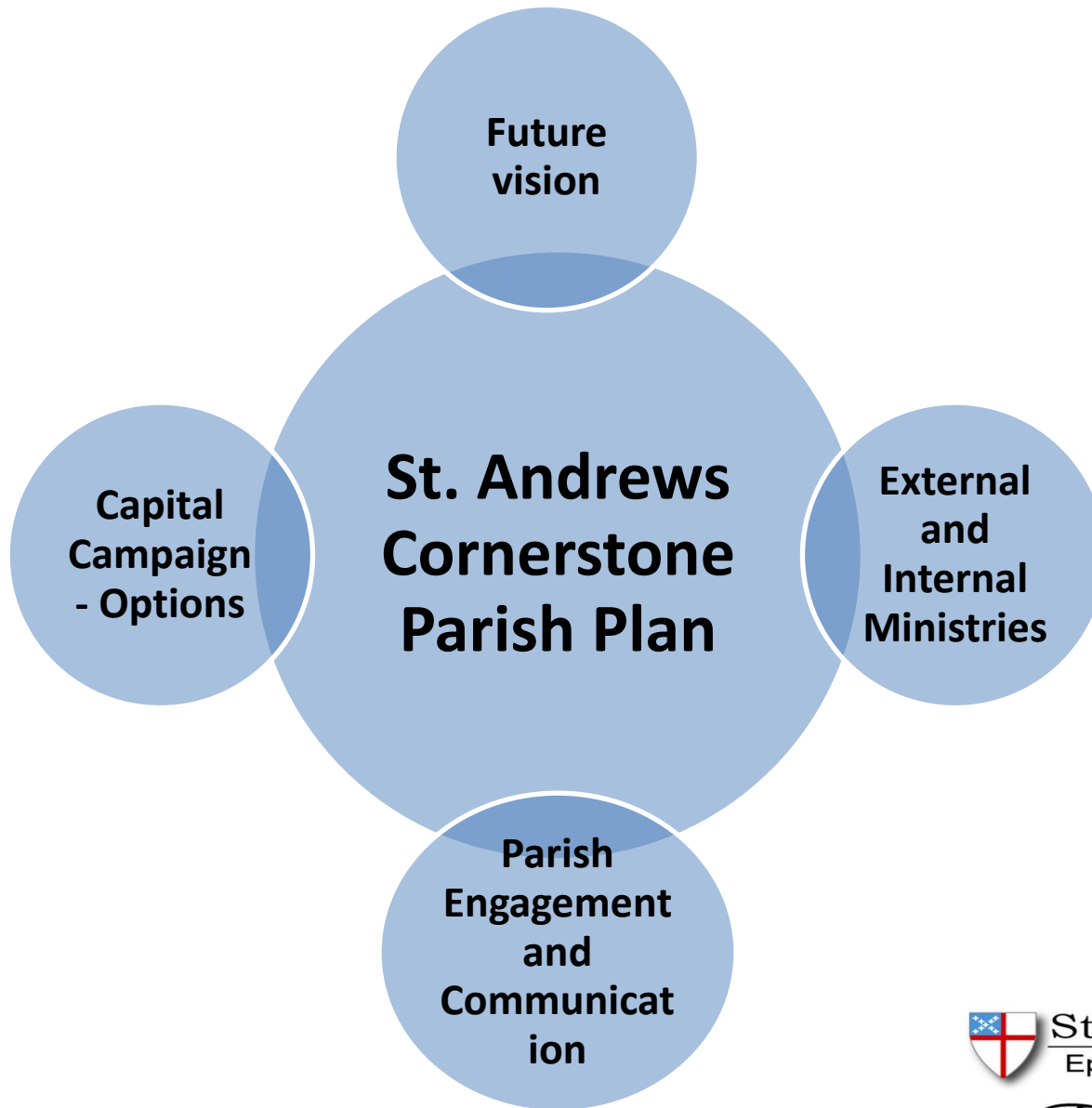
Review and Comments on Draft
Cornerstone Parish Plan
2012-2017

December 5, 2011

Foreword

The Cornerstone Anniversary Parish Plan helps launch activities of St. Andrew's as it enters it's 145th year and it's second 100 years in this beloved building

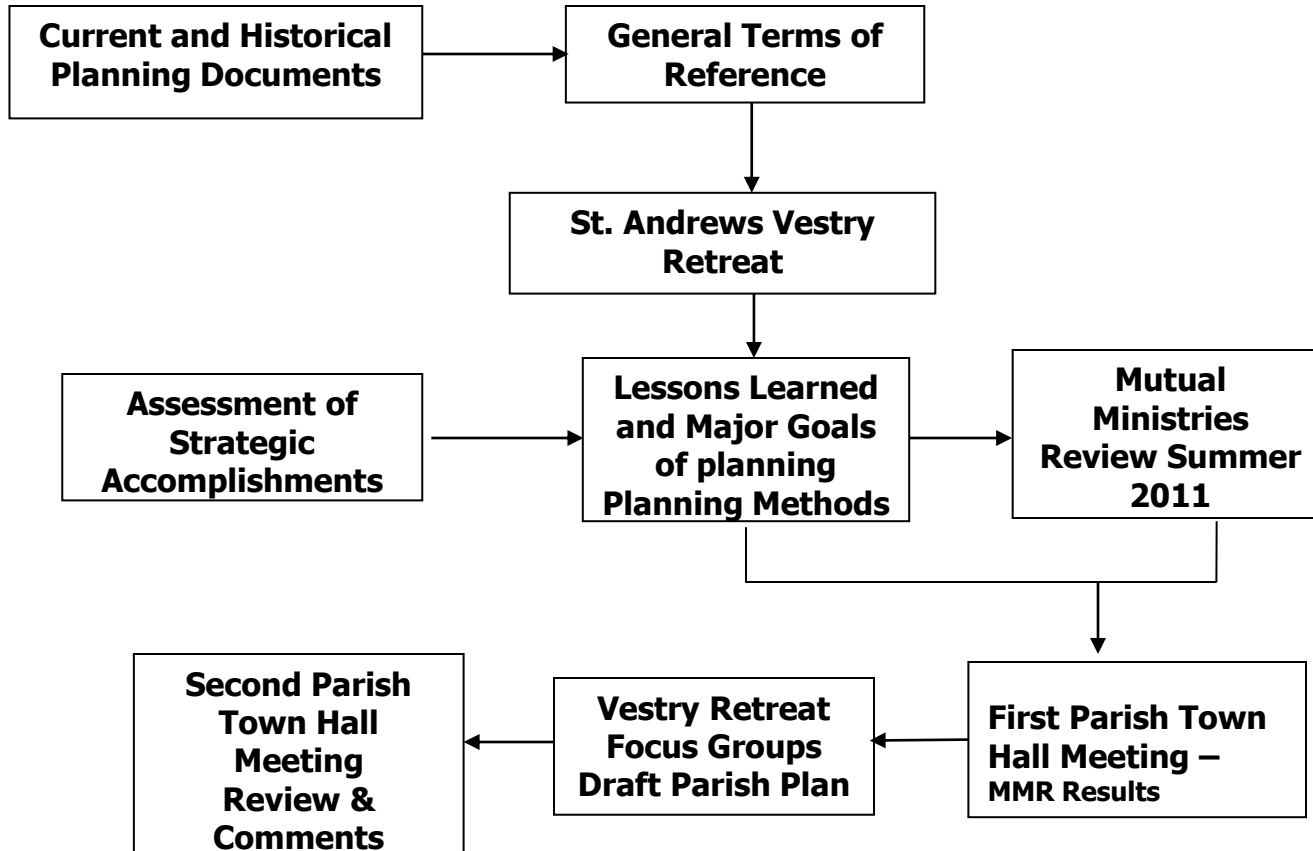
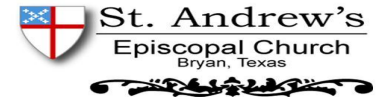




Overall Planning Goals

- **Integrated strategy – link major ministries**
- **Future vision in context of continuity**
- **Consensus based future directions**
- **Basis for ongoing operational plan for vestry and staff**
- **Ongoing communication with and involvement of parish members**
- **Framework for more structured giving**

Planning for the Future Saint Andrews Episcopal Church An Integrated Approach



**St. Andrew's Cornerstone
Plan
2012-2017**

Contents



- **Objectives and Outcomes**
- **Summary of Major Goals**
- **Participants**
- **Historical review**
- **Mission statement**
- **Core values**
- **Overarching factors**
- **Internal and external environments**
- **Goals of the Cornerstone Parish Plan**

Goals of the Cornerstone Parish Plan

- **Communication**
- **Outreach**
- **Internal ministries**
- **Spiritual formation**
- **Christian formation and youth**
- **Welcome and hospitality**
- **Adaptive ministries**
- **Facilities**
- **Financial, capital, human resources**
- **Operations**



St. Andrew's
Episcopal Church
Bryan, Texas



Mission



To Know Christ and Make Him Known

The vestry and the rector, believing they sense the strong consensus of parishioners, chose to continue this simple and yet profound statement as the short- and long-term vision of the mission for St. Andrew's Episcopal Church.

Core Values

**We will seek to fulfill our Baptismal covenant in the
*Book of Common Prayer***

- **Continue in the apostles' teaching and fellowship, in the breaking of bread, and in the prayers.**
- **Persevere in resisting evil and, whenever we fall into sin, repent and return to the Lord.**
- **Proclaim by word and example the Good News of God in Christ.**
- **Seek and serve Christ in all persons, loving our neighbor as ourselves.**
- **Strive for justice and peace among all people, and respect the dignity of every human being.**

Internal and External Environments

- **Changing demographics**
- **Income**
- **Outreach and adaptive ministries**



Demographic Assumptions

- **BCS population increases at a modest rate**
- **Continued growth of business and residencies in downtown BCS**
- **Church Membership increases 3-5 percent per year**
- **Responses to growth driven changes are conditional on actual changes occurring**
- **As growth creates needs for new resources funding strategy must precede commitment**

Income Assumptions

- **Limited but positive country, state, community income growth**
- **Goal to achieve a broader and more sustainable source of income for core budget and special ministries**
 - **10% increase 2013**
 - **5% additional increase in 2014**
- **Budgets based on actual achieved income**
- **Ongoing assessment and projection of potential for income**
- **Implementing new objectives depends on antecedent successful financial plans**

Outreach and Adaptive Ministries

- **Continue as member of BCS community**
- **Comfortable traditions vs. systemic change**
- **Diversity of opinions among parish members**
- **Plan assumes diversity of opinions is healthy**
- **In areas of divergence of opinion – take evolutionary approach with parish inputs**



Goals for Cornerstone Parish Plan

Focus Groups for Goals

- **Vestry led parish focus groups for 10 goals**
- **50+ representative members of the parish**
- **Multiple meetings**
- **Building on MMR and other reviews**
- **Goals, objectives, milestones, resources**

Format for Goal Statements

- **Title**
- **Goal statement**
- **Objectives**
 - **Objective statement**
 - **Milestones**
 - **Related current committees and ministries**
 - **Human and financial resources needed**

Goals



- **Communication**

Use all of St. Andrew's communication tools to generate positive awareness, interest, involvement, and interaction of parishioners and their programs, increase active membership, and attract new individuals and families to St. Andrew's. Develop and maintain ongoing communication with the surrounding community, Diocese and national/international audiences.

- **Outreach**

Improve the quality of life for people in our community, state, nation, and world by identifying unmet needs and formulating and implementing strategic decisions to meet those needs.

Goals



- **Internal Ministries**

To attract all **seniors** to participate in this ministry. Foster active living and growth through social, educational, spiritual, and service activities.

Establish a support network of friendship, spirituality, and fellowship among **singles** in the parish and across the community.

- **Spiritual Formation**

Provide opportunities and an environment that will allow Christ's spirit to speak privately to each of us while being surrounded and supported by all of us in our family of faith.

Goals

- **Christian Formation and Youth**

Use Christian formation and youth programs of St. Andrew's to lead us to a closer and more personal relationship and understanding of Christ.

- **Welcome and Hospitality**

Foster a supportive environment for visitors and new members; include each parishioner in a churchwide participatory group that provides spiritual support, comfort, and care for all.

Adaptive Ministries

Conduct further studies and develop options to better serve the Hispanic and GLBT communities in this church and in the Bryan–College Station area.

Goals



- **Identify Needs and Create Functional Housing to Support Current and Future Ministries**

Make better use of current facilities and explore future expansion of adjacent properties to support current ministries, allow for continued growth, enhance community involvement, and provide a means to generate revenue for the parish.

Financial, Capital, and Human Resources

Consolidate, evaluate, and integrate the needs arising from the goals of the new plan into a coherent plan to prioritize and develop methods for funding these needs.

Financial, Capital, and Human Resources

- Conduct a facilitated vestry retreat dedicated to developing funding strategies: January 2012.**
- Seek consultation (within the parish) for new methods for soliciting giving, such as wills, and extend the actions by rector, vestry, and others to achieve new goals (possibly including endowed staff positions).**
- Prepare a vestry plan to prioritize and develop plans to acquire funds to respond to the facilities needs identified in the parish plan.**
- Achieve a 10 percent increase in contributions toward the core operating budget of St. Andrew's Church in 2013 and an additional 5 percent increase in 2014.**

Financial, Capital, and Human Resources

- Develop specific financial plans to permit hiring full-time staff for communication and Christian formation and youth when funding permits.**
- Expand strategies and related actions for giving toward specific parish plan goals.**
- Develop an ongoing dialogue with parishioners about funding shortfalls, and plan goal options to stimulate contributions other than the annual call for pledges.**

Goals



- **Operations**

Develop and implement a concept of operations for the vestry, staff, committees and ministries of St. Andrew's Episcopal Church. The operational roadmap is driven by the parish plan, recognizes and encourages existing activities, provides an environment for new innovative and creative activities, and helps to develop new involvement and leadership by all parish members.

Operations

- **Organization of the vestry**
- **Translate strategy to action**
- **More active engagement between multiple ministries and committees**
- **More systematic agenda for vestry meetings**
- **Enhanced Communication with Parish**

Operations

- **Scheduled performance review of Rector**
- **Facilitated vestry retreat for fund raising**
- **Care and maintenance of property**
- **Update the parish plan as needed**

Next Steps



- **Comments and suggestions from parish members**
- **Preparation of final draft of the cornerstone parish plan based on parish inputs**
- **Adoption of the plan by the Vestry**
- **Implementation of the plan**
- **Continuing engagement of the parish by Vestry and staff**

Your Vestry and Rector Hard at Work



Discussion

Evolution of Cornerstone Parish Plan St Andrew's Episcopal Church

Date	Goals	Product
2004	Look at change and management of change comprehensively	Initiate planning process
Jan - Apr 2004	Guide to replacement of rector and foundation for future planning	Bob Schorr. Define core values of the parish and validation by parish poll
Apr 04		Vestry – mission statement reflects core values
Jun 04	Visioning event, 100+ parishioners participating	Define desired characteristics of new rector, vision of the parish based on core values and mission = vision statement drafted =foundation for future planning
Fall 2004	Strategic Planning Committee with Bob Schorr as facilitator	Desired Future State descriptions (goals) for next four to five years – completed 2005
2007	Strategic Planning Committee – describe parish 2012	Reviewed and validated 2004 and 2005 documents – partial extension of desired future state descriptions – incomplete
Fall 2010	Plans for MMR	Initiate design questionnaire for parish survey
Jan 2011	Facilitated Vestry Retreat - Future	Report showing options, core values, way forward
July 2011	Parish Survey MMR	Very good representative response – evaluate future state goals from previous planning
Aug 2011	Facilitated Vestry Retreat as part of the MMR	Evaluate parish responses, initial development of general goals and actions, report to parish
Sep 2011	Parish meeting for input to strategic planning	Presentation and discussion of MMR results
October	Vestry Retreat to set plan methods and outline	Format and goal statements developed, vestry leadership established
Oct-Nov	Multiple Meetings of Vestry Led Focus Groups Draft parish plan	Goals, Objectives, Products for the Parish Plan Draft completed
December 2011	Parish review and discussion	Final draft adopted by Vestry following parish discussion

Overarching Factors Affecting the Future State of the Parish



Strengths

- Tradition
- Financial support
- Music
- Spiritual growth
- Focus on youth groups
- Love and friendliness
- Hospitality
- Educational programs
- Outreach
- “This place”



Trends

- Significant increase in conversions, receptions, adult baptisms (CRAB)
- Age skewed towards older members
- Diversity of service
- Diversity of membership
- Wrestling with tradition
- From traditional to contemporary
- Intersection of Pastor and program church formats



Opportunities

- Enhanced communications – broadly
- More participation in outreach
- Develop more leadership
- New youth and young people
- More participation in ministries
- More neighborly to our neighbors



VISION FOR ST. ANDREW'S MINISTRY

- Ministry builds “holy habits” of those who participate in it.
- Our ministry is spirit-filled and spirit led.
- Through the church’s ministry, all people are welcomed.
- Through outreach to community and audiences, we engage, support and form linkages outside the immediate environment of St. Andrew’s
- Through engagement with each other in ministry, we come to understand and accept each other.
- In our ministry, we work together in inter-dependence to live out the mission of the church.



CLASSES OF ORGANIZATIONAL CHANGE

