



St. Andrew's

Episcopal Church

Bryan, Texas



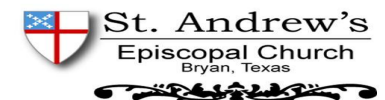
St. Andrew's Retreat

Facilitated by Rev Charles Cook,
Seminary of the Southwest
January 21-22, 2011

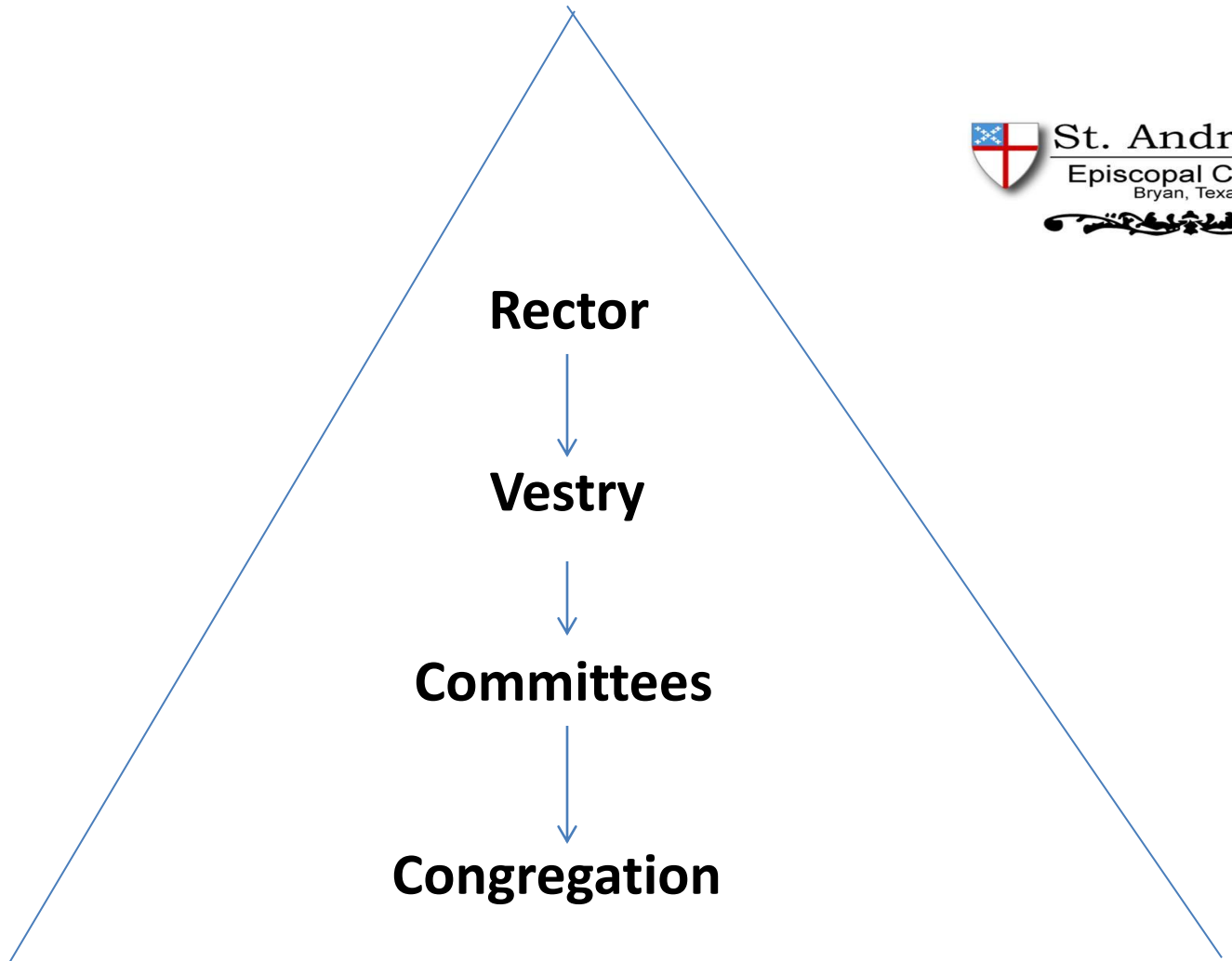
Results to be placed on the St. Andrew's Web Site

Evolution of Strategic Planning 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, 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	

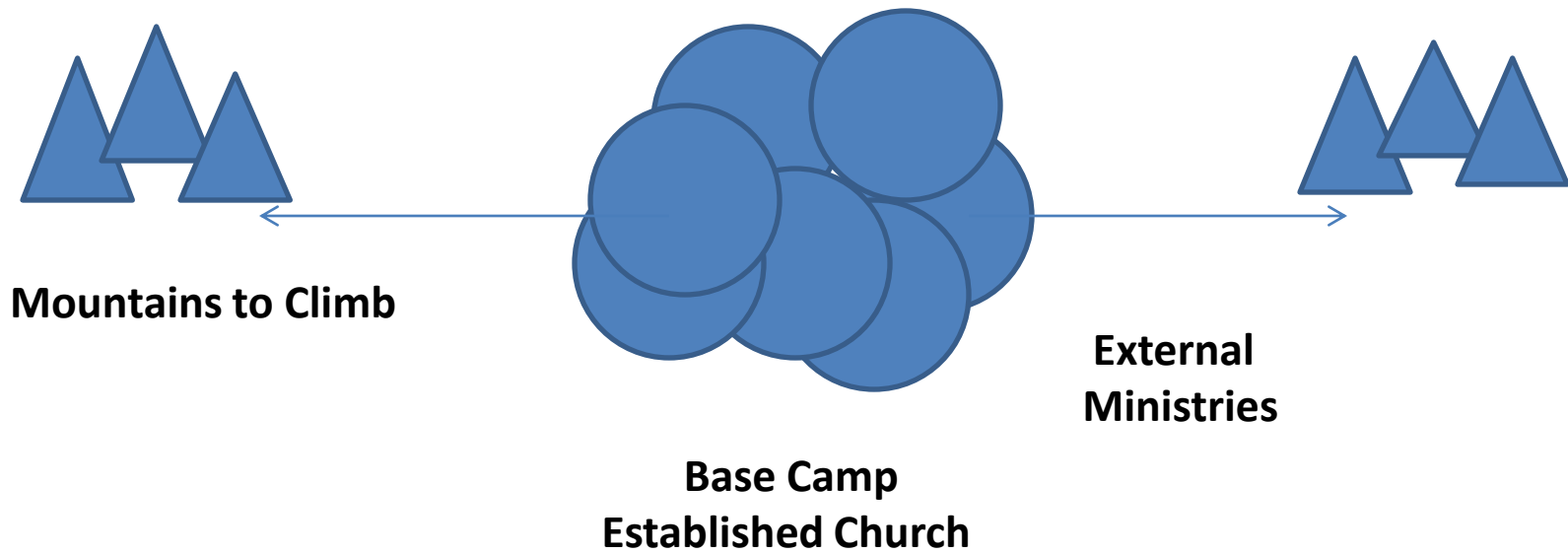


Traditional Congregations



INTENTIONAL CONGREGATIONS

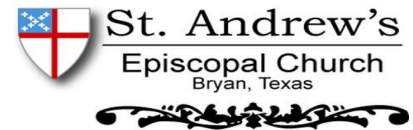
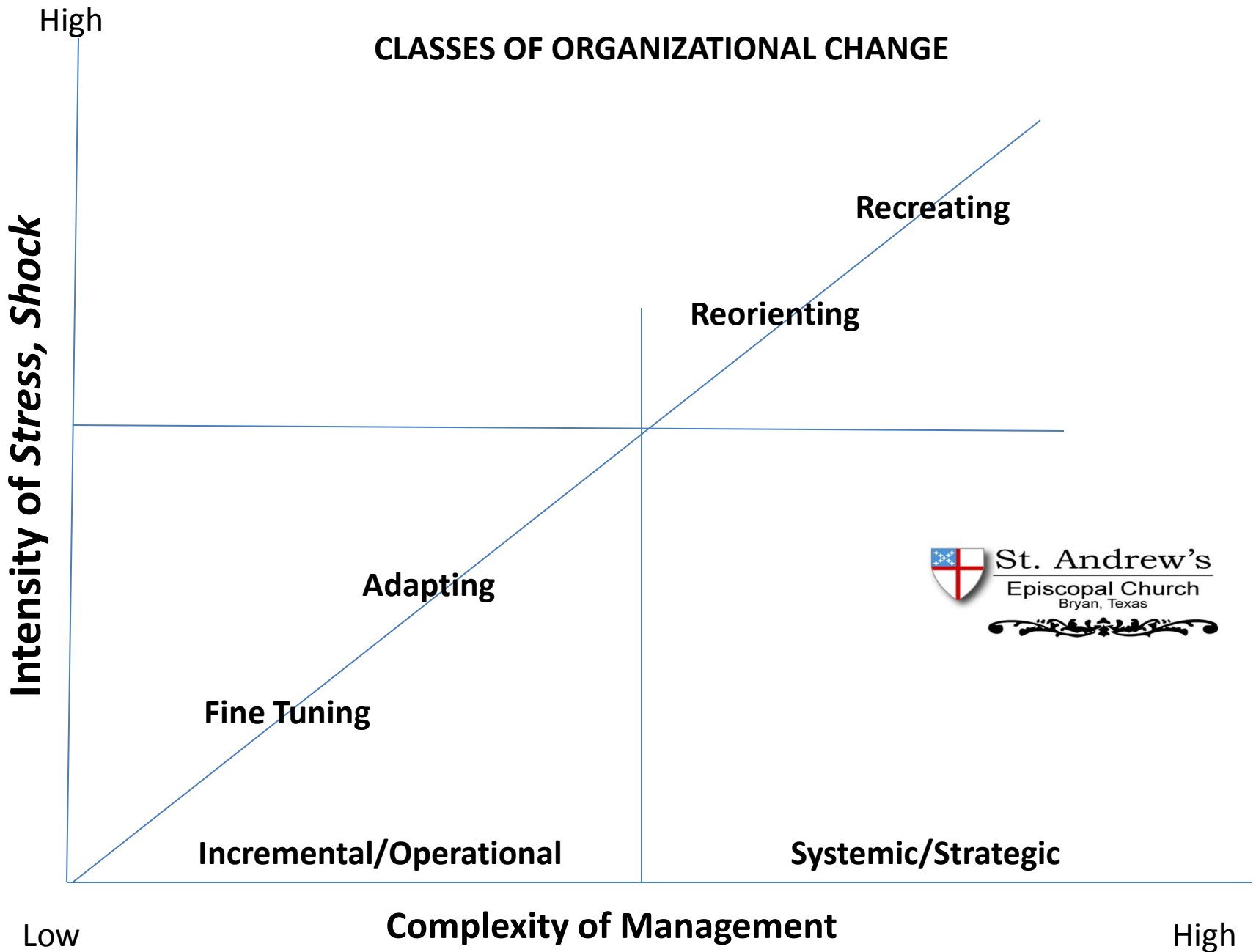
Interacting systemic functions



Contemporary Congregations: The Established-Intentional Continuum

Ideals and Characteristics	Established Congregations	Intentional Congregations
Image	Chapel	Community
God	Father, Ruler, Judge, “above us”	Love, Spirit, “with us”
Congregants	Member, family	Companions, pilgrims, friends
Ministry	Paid professionals	Shared, mentoring, teaching
Education	Information about Christian Faith	Formation in Christian practices
Theology	Seminary-based expertise	Communal task, lived, experiential
Piety	Introverted, private, devotional	Extroverted, expressive, spirituality
Orientation	Received, routinized, rules	Reflexive, reflective, risk
Space	Dwelling, structures, place	Fluid, dynamic, journey
Tradition	Deposit, inheritance, custom	Process, wisdom, flexible
Worldview	Compartmentalized, low tension with culture	Connected, medium to high tension with culture
Goal	Preservation, Maintenance, salvation	Encounter, movement, way of life

CLASSES OF ORGANIZATIONAL CHANGE





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Mutual Ministries Review Summary of Results

September 14, 2011

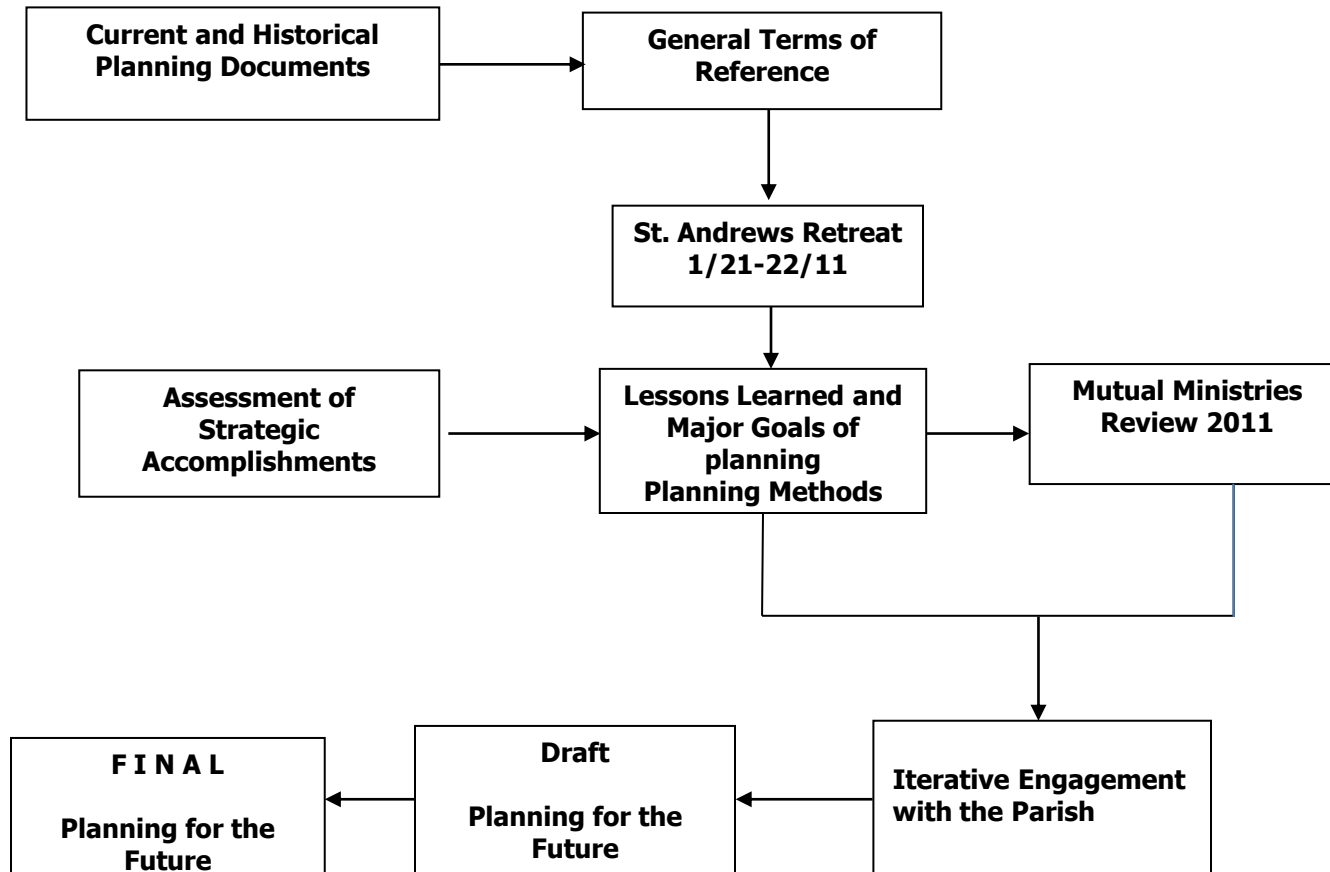
Main Points

- **Mutual ministries: Parish, Vestry, Rector**
- **Solid representative response by parish members - thanks**
- **Overall responses on average were very positive**
- **Early products of retreat are input to planning**
- **Expect ongoing involvement in the process**

Overall Planning Goals

- Meeting inspired ongoing and future needs
- Transparency and full involvement of all the parish
- A living document that provides ongoing direction to Vestry and Rector and feedback to parish
- Framework for more structured giving

Planning for the Future Saint Andrews Episcopal Church An Integrated Approach



MMR – Part of Overall Planning

- Previous Planning and enduring continuity
- Assess internal and external environments
- “How are we doing?”
- Planning time frame is one-two years
- Strategy is five years rolling forward
- Initial MMR plans are points of departure for parish discussion and further development

A Mutual Ministry Review Is...

- ▶ A structured approach and facilitated process
- ▶ That enables church leaders and groups
- ▶ To reflect on, talk about, and plan for ministry
 - Celebrating gifts, strengths, achievements
 - Identifying hopes and areas for development
 - Planning for actions to strengthen ministry
 - Give thanks for all that has been given

Answers the question....

How are we doing in living out our call to serve God and God's people in the name of Christ?



Questions Addressed by an MMR

- ▶ What is the perception of our ministries?
- ▶ Where are we gifted and strong?
- ▶ Where are there gaps and hopes for more?
- ▶ How well are we working together & loving each other?
- ▶ Where are we being led in the future?
- ▶ What are our priorities?
- ▶ What will we do?



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Church Demographics

- Total membership = 600
 - 17 years or under = 125
 - 18 – 34 = 133
 - 35 – 54 = 149
 - 55 - 64 = 89
 - 65+ years = 150
- Average Sunday Attendance = 200
- LOBSTER Report Review



How the MMR Works—the Process

Step 1: Design MMR

Step 2: Describe context

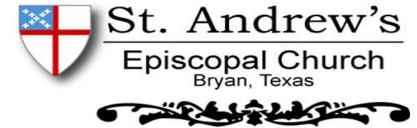
Step 3: Get input

Step 4: Discuss current state

Step 5: Discern the future

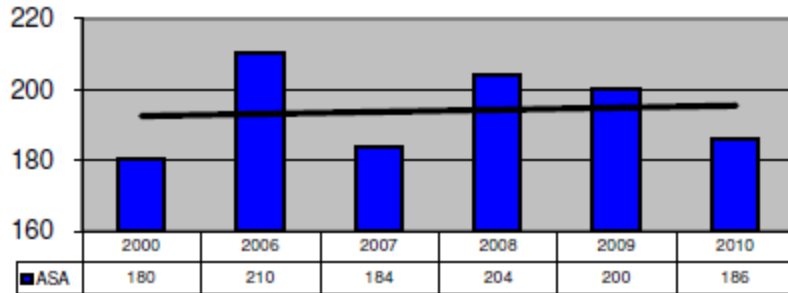
Step 6: Plan priorities / actions

Step 7: Communicate results

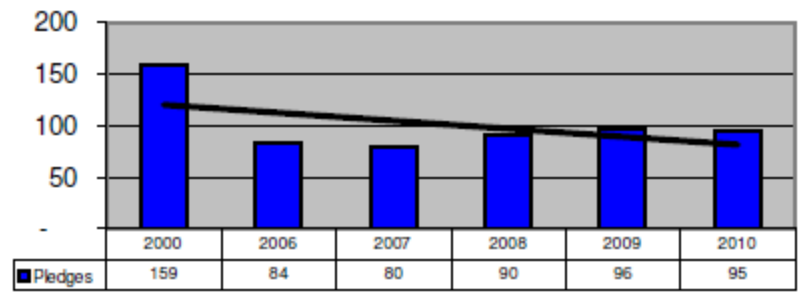


St. Andrew's Church

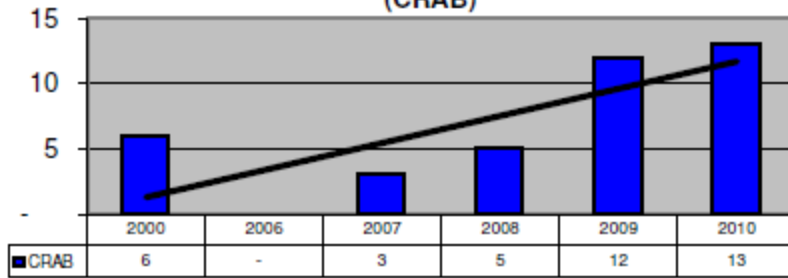
Average Sunday Attendance (ASA)



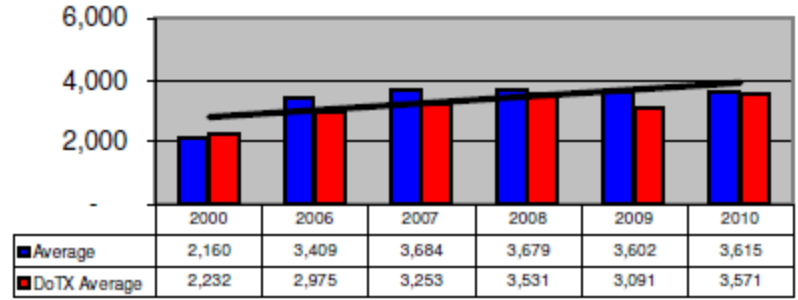
Number of Pledges



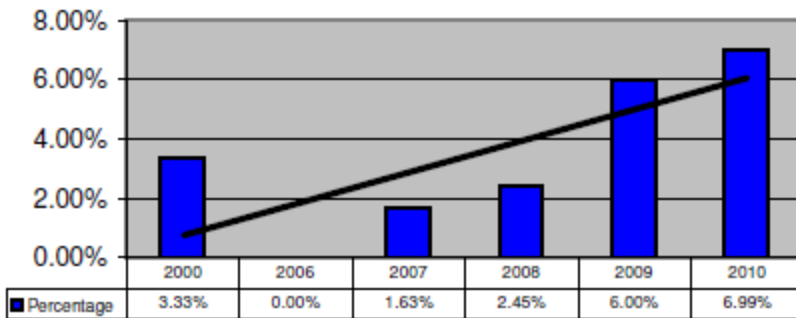
Confirmations, Receptions, Adult Baptisms (CRAB)



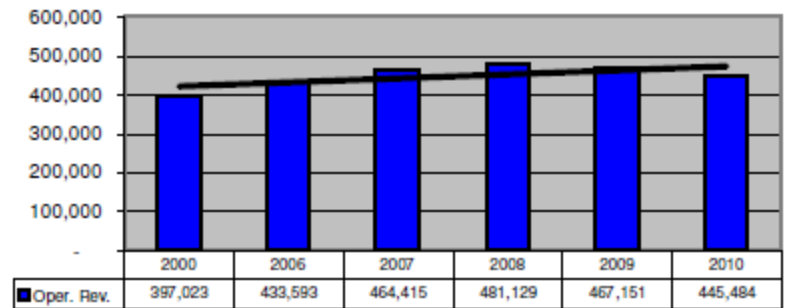
Average Pledge (\$)



CRAB as Percentage of ASA



Operating Revenue (\$)



Survey Background

- **A total of 123 responses**
 - 99 complete & 6 partials on line
 - 18 mailed surveys
 - 63% of average Sunday attendance with kids
 - 80% of adult ASA
- **Open-ended response**
 - From 67 to 27 responses on each question
- **Identification given by most**



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Survey Results

- **Overall average of all questions – 3.83**
- **Individual survey means –**
 - 9 at 4.5 or above
 - 14 below 3.5
 - Of those, 6 at 3.0 or below



Average by Topic Area

SURVEY AREA	QUESTIONS INCLUDED	AVERAGE
WELCOME AND COMMUNITY	1-9	4.01
ENGAGEMENT	10-16	4.07
WORSHIP, PRAYER and SPIRITUALITY	17-24	3.78
PROGRAMS AND MINISTRIES	25-36	3.5
LEADERSHIP	37-47	3.75
VISION AND MISSION	48-50	4.01
FACILITIES AND RESOURCES	51-55	3.92
OUTREACH	56-60	4.01

Responses by Demographics

AGE	#	Mean	LENGTH OF MEMBERSHIP	#	Mean	SERVICE ATTENDED	#	Mean
15-22	0	NA	0-2 years	20	3.99	7:30	15	4.04
23-35	11	3.84	3-5 years	15	3.96	9:00	36	3.80
36-50	20	3.81	6 to 10 years	19	3.67	11:15	53	3.82
51-65	23	3.83	11 + years	27	3.77	None	5	3.49
Over 65	56	3.81						

Highest Rated Items

SURVEY ITEM	RATING
4. I am happy to be a member of this congregation.	4.53
52. We open our facilities to community events and to other groups in a spirit of hospitality.	4.34
3. St. Andrew's has a good reputation in the community.	4.32
58. Our church's outreach ministry is important to me.	4.27
19. The worship schedule meets my needs.	4.26
53. Our facilities are kept clean.	4.23

Least High Rated Items

SURVEY ITEM	RATING
21. I would like to see an informal service added to the Sunday morning worship schedule.	2.70
34. Our youth program is appealing to me or my teenagers	3.24
35. In addition to Sunday morning worship, I have attended a number of retreats and spiritual offerings in the last 3 years.	3.24
33. Our church adequately responds to the needs and concerns of our oldest members.	3.30
2. I have often invited others to visit our church.	3.31
34. Our Christian Formation programs for our children are appealing to my children.	3.34

FUTURE STATE

AREA DESCRIPTOR	Achieving	Future Relevance
WORSHIP	3.70	3.92
CHRISTIAN FORMATION	3.71	4.20
OUTREACH	3.75	4.19
CHRISTIAN STEWARDSHIP	3.85	4.24
EVANGELISM & ORGANIZATION	3.08	3.76



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Future state comments

- **Most see these statements being relevant in the future**
- **Clear lack of awareness of progress – shows faulty communication**
- **Diversity of opposing opinions**
- **Numerous thoughtful comments**
- **Importance of initial and ongoing feedback from the MMR and other planning**
- **Answers reflect need for more ongoing communication**

What I value most about the ministry provided by the church is:

- **Community and fellowship**
- **Worship**
- **Clergy involvement**
- **Acceptance**



If I could change or add one thing to the church, it would be:

- Increase hospitality to newcomers
- Welcome and greeting
- Music and the service – strong conflicting opinions
- -- Example: I like using the prayer book service vs. avoid the “drone of reading the same words”



If I could change or add one thing to the church, it would be:

- Building-space and access – inadequacy and more accessibility
- Strife – dissention and better ways to settle differences
- Communication
 - Not mentioned specifically but overlying , seems to be a root cause of concern – define what we are doing - more transparency



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When I think about the ministry of St. Andrew's five years from now, what I hope we will be known for is:

- Serve community around us -poor and needy, downtown Bryan
- More welcoming to visitors and members
- More community involvement



General comments

- Love fest vs. Cold tense place - divergence
- Communication challenges
- Those who love it really love it.
 - Quotes: lots of love for church and people
 - If this goes the way of other surveys, nothing will be done with it
 - Highly variable positive and negative
 - Is downtown a safe place to be?

Facilitated Vestry Interpretation

Initial Findings for Future Directions

Taking STOCK

- ✦ **STRENGTHS** (what is done well, positive characteristic, valued aspect of the church)
- ✦ **TRENDS** (inside and outside the church, worthy of attention)
- ✦ **OPPORTUNITIES** (untapped, undeveloped, or underdeveloped areas or resources that could be important to the future)
- ✦ **CHALLENGES** (potential deterrents to success, or significant limitations)
- ✦ **KEY Themes** (what are the primary themes that describe St. Andrew's current state and point to the future)

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 Parish 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 engagement with each other in ministry, we come to understand and accept each other.
- In our ministry, we work together in interdependence to live out the mission of the church.



ENVISIONING THE FUTURE OF MINISTRY

- Ministry is caring, comprehensive, effective, and spiritual
- Theme song should be “Jesus knows me this I love”
- Willing to be led by the spirit into the unknown
- Encounter with Christ
- Find and maintain the path to Christ
- Know Christ and make him known
- Improving ministries in five years
- Engage holy habits- prayer, hospitality, tithing, Sabbath keeping, study, and worship (Fr. Sean)
- Understanding each other – work out differences
- “Pews of many colors”

Key Themes

Identifying Ministry Focus

- Communication
- Welcome and hospitality
- Spiritual formation
- Outreach – broadly, internal recruitment
- Ministry to singles and seniors
- “Adaptive” ministries to new groups– Hispanics and Gay-lesbian-transgender

Next Steps

From the MMR to the Strategic Plan

Developing the Strategy

- Reflection and feedback on the MMR results and draft objectives from members of the parish
- Small groups of parish members participate with vestry in planning subsets of the overall strategy
- Integrated plan drafted
- Review, comments, modifications by parish members
- Working document – December 2011

Communication

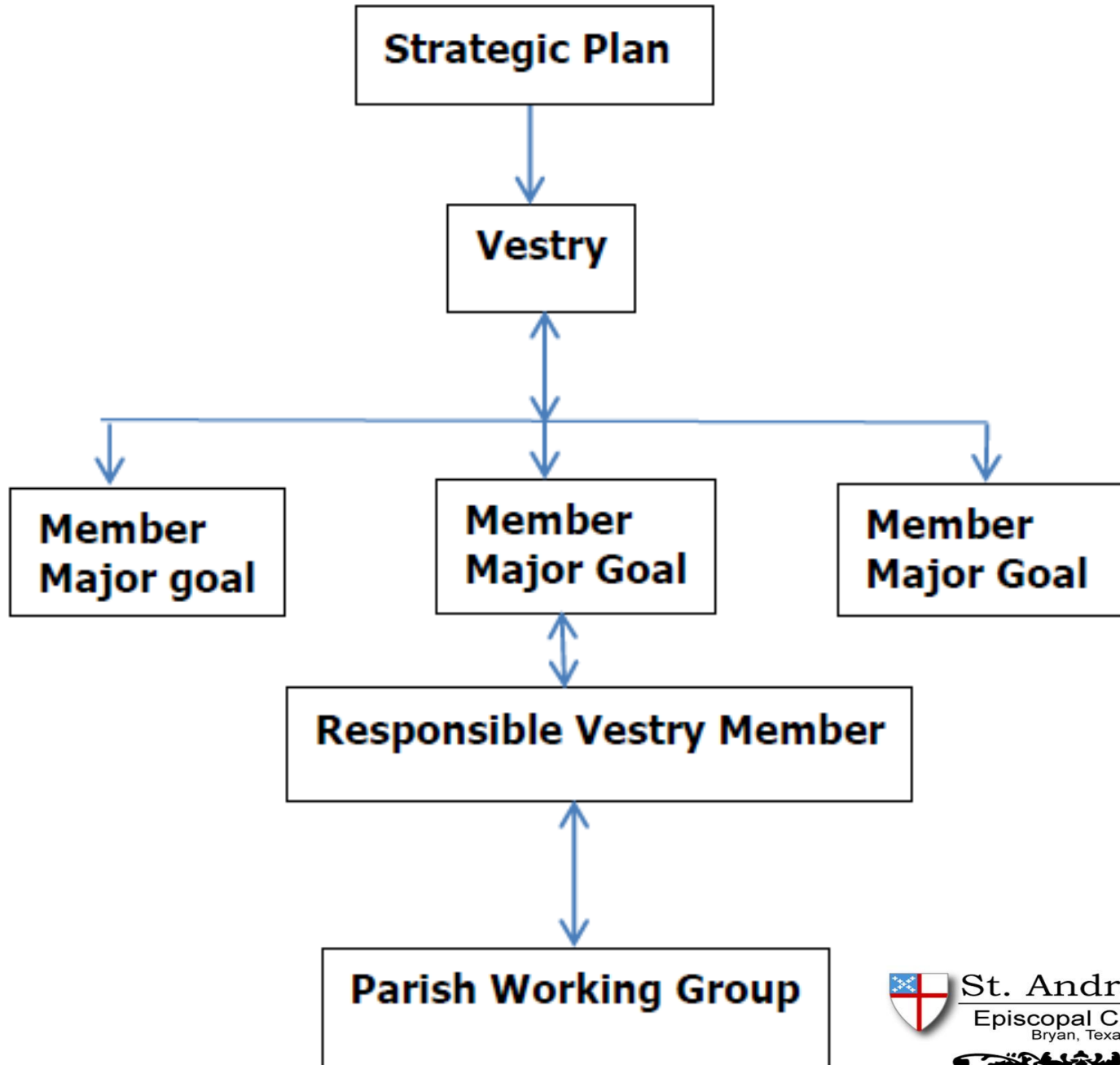
- MMR results – input to strategic planning
- Early summary – e-news
- Parish workshop
- Website
- Social media
- Hard copy



Communication

- Draft inputs to the strategy from the MMR
- Parish sub-groups - participation
- Parish workshop
- Final draft
- Rector's coffee hour
- Ongoing use by Vestry and Rector
- Vestry news on website
- Regular reporting to parish





Web-Based Review Materials

- **Results of facilitated vestry retreat – January 2011**
- **Summary of MMR retreat – August 2011**
- **Report of MMR retreat – Facilitator**
- **Expanded slides from this presentation**



Your Vestry and Rector Hard at Work

