



**St. Andrew's**  
**Episcopal Church**  
Bryan, Texas



Approved 11-17-11

**Minutes**  
**Meeting of the Vestry**  
**St. Andrew's Episcopal Church**  
**September 22, 2011**

**Members Present**

- Steven Carr
- Jim Kracht
- Jeannine Netterville
- Cliff Tice
- Kathleen Phillips
- Alma Pruessner
- Neville Clarke
- Carol Yates
- Chuck Glenewinkel

**Regrets**

- Roland Searcy
- Cindy Peaslee
- Jim Miller

**Rector:** Fr. Sean Cox

**Visitors**

- Sylvia Grider
- Mike Mullen
- Jon Mondrik

**I. Agenda:**

The agenda for this meeting is shown in **Attachment 1**.

**II. Minutes of August 2011 Meeting**

On the motion by Kathleen Phillips, seconded by Jim Kracht, the minutes of the August 11, 2011 meeting of the vestry were approved with minor modifications.

**III. Treasury Report – Cliff Tice**

- See **Attachment 2** which contains the Treasury Report and letters from the Diocese of Texas regarding assessments from St. Andrew's Church for FY 12.
- Receipts for August were \$25,762, bringing the current year-to-date General Fund income to \$295,638 or 64.7% of the annual budgeted amount.
- August expenses were \$32,421, larger with expenses from the procurement of an air conditioner and MMR expenses.

- For the month, expenses exceeded receipts by \$6,659.
- Year-to-date, there is a General Fund surplus of \$5,324
- Monthly receipts are expected to the lowest of the year for August and are expected to increase the following months of this year.
- On the motion of Alma Pruessner, seconded by Jim Kracht, the Treasury Report was accepted.

#### **IV. Senior Warden's Report**

- The Senior Warden appointed an FY 12 Budget Committee to work with the Treasurer in formulation of next year's budget. Members will be Mark Browning, Sara Ashburn, and Greg Stiles.
- The Treasurer will solicit recommendations from the Rector and staff on the budget elements as the initial point of departure.
- Diocesan Assessments and Requests
  - o See **Attachment 2** for letters from the Diocese
  - o The mandatory Diocesan insurance assessment for FY 12 will be \$28,823.
  - o The contribution to the Diocese from St. Andrew's Church to the Diocesan Budget for FY 12 is \$24,806.
  - o The proposed Diocesan Missionary Asking (non-mandatory) for FY 12 is \$23,685. St. Andrew's has not contributed at this level in recent years to allow for its operation with a balanced budget. The Senior Warden expressed the hope that we would be able to increase our contribution in FY 12.
  - o The missionary asking by the Diocese for 2012 Local Outreach Spending is \$23,900, which St. Andrew's Church will easily exceed, as it usually does.

#### **V. Junior Warden's Report**

The Junior Warden was not present and a report was not provided. Installation of the fire suppression system is underway and was examined by the Vestry.

#### **VI. Rector's Report**

- Capital Campaign and Stewardship
  - o The Rector and Roland Searcy are underway with preparations for the campaign, letters to parish members are ready to be sent.
  - o Focus for this year will be on contribution of time
  - o Friday September 30, 2011 – the movie Casa Blanca will be shown in the parking lot as part of the downtown initiative to show classic movies
  - o The song "As Time Goes By" – as played and sung by "Sam" in the movie will be used by the Rector as a theme for the capital campaign
- The Inquirers Sessions held in the Library are well attended by newcomers and it is hoped that new members will be recruited in this process.
- Cindy Smith, the parish nurse, is establishing the routine of being available through all of the first Sunday morning of each month (in the Finance Office) to provide

consultations. She will stress patient advocacy and offers to accompany those who request her assistance to their doctor's appointments.

- The Rector has begun participating in teaching of a class on ethics in the Texas A&M Medical School.

## **VII. Youth**

- Fall activities are fully underway with lots of activities
- 4<sup>th</sup>, 5<sup>th</sup>, and 6<sup>th</sup> grade Sunday school has been started
- Eucharistic instruction is being presented in two segments – family retreat in woods, hands on instruction in the church - the first Wed in November.
- A more engaging format is being used preparation for confirmation tailored to individuals – with diocesan approved structure – starts October 9<sup>th</sup>

## **VIII. Ministries**

- Vestry members are invited to provide a report of their ministries in writing in advance of the monthly meetings.
- The report of the Strategic Planning- Neville Clarke is found in **Attachment 3**.

## **IX. Rector's Performance Review**

- As part of the plans for the overall ministerial reviews, the vestry agreed earlier to pursue the established diocesan procedures for a performance review of the Rector. The current and incoming Senior Wardens, Jim Kracht and Kathleen Phillips will be joined by a small committee of parishioners and staff to conduct the review on behalf of the vestry. The Diocesan procedures for the review are found at the Diocesan website.
- The procedure includes a self- evaluation by the Rector who is looking forward to the review and the opportunity for this important two-way communication about his ministry in for the parish and the community.
- Ongoing communication with the vestry will be maintained during the planning and conduct of this evaluation. This is viewed by the vestry as part of the total review and planning process that is now underway and will draw on the results of the mutual ministries review that is just being completed.
- The review will be completed by the end of this calendar year and a summary of results will be shared with the parish.
- This communication is expected to be very useful in helping to chart the strategic course forward.

## **X. Restoration of the Holy Trinity Painting**

- This painting was given to and has hung in St. Andrew's Church in the 1960's. It was privately owned and has been in the Bryan area since the turn of the century. It has

hung in the church over the years and was removed in the process of refurbishment of the nave.

- This is a round stretched canvass of about 60 inches in diameter, mounted on a frame which is not well stabilized. Over years, the picture has accumulated substantial dirt and grime; the details of the work are obscured. The flexibility of the frame threatens to dislodge pieces of the oil paint which has become fragile over the years.
- Sylvia Grider, a retired senior professor of anthropology at Texas A&M is a member of the ministry that cares for the art work and other treasures of St. Andrew's. She has made initial queries about an approach for restoration of this painting and requested that the vestry authorize her to continue to develop a specific plan and cost estimate for the restoration of this painting and further investigation to determine its origin and history.
- Commercial entities that perform such restorations were consulted and their fees were substantial. Sylvia has been in contact with the faculty that operates the TAMU Conservation Research Laboratory, located at the Riverside Campus, and has developed an interest on their part in taking on tedious work involved in the restoration of this painting as a research project involving their graduate students.
- In preliminary discussions, the estimate of the cost of this restoration is roughly \$2,500. This is far less than the estimates provided by the commercial sector. Ms. Grider asked the vestry to authorize her to proceed with the development of a firm cost estimate and work plan for this restoration.
- As part of the total activity, she will also attempt to determine more about the painting by asking art experts to examine digital photos of the work to estimate the time it was created and to learn more about its origin, which is presumed to be Mexico. This may be done with the Nelson Rockefeller Institute in San Antonio.
- This plan was authorized by the vestry based on adoption of a motion of Kathleen Phillips, seconded by Steve Carr.
- The vestry expressed its appreciation to Sylvia Grider for this outstanding effort and plan.

## **XI. Strategic Plan**

- The activities related to the MMR and planning process are now on the St. Andrew's website and will be provided in hard copies for those who do not see this site. Full involvement and transparency for the parish continues to be pursued.
- The general approach for next steps in the development of the new strategy was submitted as a draft to members of the vestry in advance of this meeting. This draft is found in **Attachment 3**.
- The vestry endorsed the proposal to hold an additional half-day workshop to further expand on the planning initiated in the MMR process and to review and consider the previous strategic planning materials with the objective of expanding and developing draft areas of focus for the plan that will form the basis for moving ahead.



<b>Candidate Focus Area</b>	<b>Leadership</b>
Overall strategic plan	Neville Clarke
Communication	Chuck Glenewinkel, Neville Clarke
Finance and Capital	Cliff Tice (Roland Searcy)
Seniors and singles	Alma Pruessner, Cindy Peaslee
Outreach	Kathleen Phillips, Carol Yates, and Steve Carr
Spiritual Formation	Kathleen Phillips
Christian Formation and Youth	James Batenhorst
Welcome and Hospitality	Jeannine Netterville
Hispanic and GLBT	Jim Kracht and Cliff Tice
Operations	Sean Cox
Facilities and Infrastructure	Jim Miller
Current and Future Facilities Needs	Pohl and Jason SawyerTBD

- Summary of milestones
  - o Review and finalization of procedures (Senior Warden, Senior Warden elect, NPC)
  - o Format for drafting elements of the plan (NPC)
  - o Date for the next Saturday retreat established
  - o Vestry retreat (ASAP) to define goal areas and agree on procedures
  - o Update of focus areas (goals) for the strategy – from the vestry retreat
  - o Recruitment of small work groups for each goal by vestry leader
  - o Meetings of small groups for each goal to develop plan
  - o Preparation of overall draft of the revised strategic plan
  - o Circulate the draft to parish members
  - o Follow on meeting of the parish to discuss and react to the draft plan
  - o Final draft prepared and broadly disseminated
  - o Dates for milestones to be discussed under the first milestone above

**XII. Vestry Members for 2012**

- Five vacancies need to be filled for 2012.
- Candidates identified at this time
  - o Carol Yates
  - o Chuck Glenewinkel
  - o James Batenhorst
  - o Jason Sawyer
  - o Donna Pohl
  - o Tentative: Jon Mondrik and John Hall
- This list will be verified and formalized by the Senior Warden in preparation for elections which are supposed to occur in October.
- Incoming members will be encouraged to participate in the planning process with the vestry and participate in taking leadership for the development of the strategic plan.

### **XIII. Vestry Minutes on Line**

- Based on discussions during the MMR relative to enhanced communication, the vestry agreed to put the minutes of the vestry meetings on line after their formal adoption – which means one month after the meeting. We will begin with the 2011 minutes through August and add the monthly reports thereafter as they are adopted. Beginning in January 2012, the minutes from the previous year will be retired and replaced by those from the new year.
- In addition, the vestry agreed to develop a web-based “news oriented” summary of interesting items from vestry meetings very shortly after each meeting.
- Topical areas of vestry activity over time could be summarized to create better communication and awareness for the parish.
- As with other communications, hard copies of materials put on the website will also be made available in the parish hall for those who do not see electronic communications.
- Chuck Glenewinkel agreed to take leadership in preparing these “news stories” following the vestry meetings.

Adopted by the Vestry November 17, 2011



**Neville P. Clarke**  
Clerk

## **Attachment 1.**

St. Andrew's Episcopal Church,  
Bryan, Texas

Vestry Agenda for 6:00 p.m., Thursday, September 22, 2011

Worship (6:00-6:30 p.m.) in the Sanctuary  
Evening Prayer (Neville Clarke and Cliff Tice)  
Readings: [Psalm 25: 1-8](#) and [Matthew 21:23-32](#)

Meeting in the Parish Hall  
Reflection (Neville Clarke and Cliff Tice)

Business Meeting (6:30 p.m.)

Minutes of the May Meeting (Previously distributed by Neville Clarke)

### Reports

Treasurer  
Senior Warden  
Junior Warden  
Rector  
Youth  
Stewardship  
Ministries (written reports)

### Old Business

### New Business

1. Budget Committee
2. Rector performance review
3. Strategic Planning/MMR
  - a. Appoint vestry liaisons for each MMR focus area
    - Communication
    - Welcome and hospitality
    - Spiritual formation
    - Outreach
    - Seniors and singles
    - Christian formation and youth
    - GLBT outreach
    - Hispanic ministry development
  - b. Establish process
    - Communicate the formation of each focus group
    - Identify focus group membership
    - Convene focus groups
    - Use methods of discernment to inventory what we already are doing, determine ministry needs, and create SMART goals to address needs.
    - Report progress to Vestry
  - c. Determine role of Rector, Staff, and Vestry in implementing the goals
4. Vestry Members for 2012

### **Other Business**

## Attachment 2

### Treasurer Report and Related Messages from the Diocese of Texas

#### August 2011 Treasury Report

To: Vestry and Rector  
Fr: Cliff Tice, Treasurer  
Subject: August 2011 Treasury Report

Please find the details for August 2011 results attached.

#### Receipts \$25,762 Adjusted

The receipts for August, \$22,167 adjusted for annual pledges and stock given to a monthly basis (\$3,595) increased the balance to \$25,762. The current year-to-date General Fund Income is \$295,638. The Year-To-Date receipts is 64.72% of the Budgeted receipts of \$457,560, effectively 1.95% or \$8,907 less than was anticipated.

#### Expenses \$32,421

August Expenses were at the Budgeted or below the Budget amounts. The exceptions were:

Christian Formation -- \$1,256 MMR expenses

Other Programs -- Alter Supplies (Oil) and Seder supper expense \$577

Communication -- Internet Access \$342 Constant Contact yearly

Expense exceeded receipts by \$6,659

#### Non Budget Items

Two expense occurred a payment to Lavco for \$6,500 replacement of the Air Conditioning Unit and \$4,174 material for the chairs.

	St. Andrew's Episcopal Church, Bryan, Texas						
For the Month of August 2011							
General Fund		Month/Budget	Year-to-Date	Y-T-D/Budget	2011		
	Month	(8.33 Percent)		100.0 Percent	Budget		
Receipts							
Plate Offering	\$ 602	10.04	\$ 4,806	80.11	\$ 6,000		
Member Contributions	\$ 20,510	4.94	\$ 274,269	66.04	\$ 415,330		
Investment Income Royalties	\$ -	0.00	\$ -	-	\$ 50		
Investment Income - Other	\$ 1	0.00	\$ 2,085	100.18	\$ 2,081		
Undesignated Special Offerings	\$ -	0.00	\$ -	-	\$ -		
Designated Special Offerings	\$ 800	0.00	\$ 14,653	-	\$ -		
Local Outreach	\$ -	0.00	\$ -	-	\$ 19,099		
Wedding/Church Use Fees	\$ 700	0.00	\$ 1,479	-	\$ -		
Previous Years Pledges	\$ -	0.00	\$ -	-	\$ -		
E-Pay Giving Loss	\$ -	0.00	\$ (814)	-	\$ -		
Gain/Loss on Donated Stock	\$ -	0.00	\$ (325)	-	\$ -		
Gilbert & Thyra Plass Charitable Fund	\$ -	0.00	\$ -	-	\$ 15,000		
Thyra Plass/St. Andrew's Charitable Fund	\$ -	0.00	\$ -	-	\$ -		
Bob Cherry Youth Fund for St. Andrew's	\$ -	0.00	\$ -	-	\$ -		
Total General Fund Receipts	\$ 22,613	4.94	\$ 296,154	64.72	\$ 457,560		
GE Capital 5.4% Bonds (Unrealized Gain or Loss)	\$ (446)	0.00	\$ (516)	-	\$ -		
Net General Fund Receipts	\$ 22,167		\$ 295,638				
Disbursements							
Mission Expense							
Outreach	\$ 1,250	3.48	\$ 11,470	31.94	\$ 35,909		
Christian Formation	\$ 1,256	18.74	\$ 2,674	39.88	\$ 6,705		

Other Programs	\$ 1,770	11.21	\$ 6,630	41.96	\$ 15,800
Administration Expense					
Diocesan Assessment & Council	\$ 4,695	8.26	\$ 38,134	67.09	\$ 56,839
Communication	\$ 848	13.74	\$ 3,438	55.73	\$ 6,170
Office	\$ 992	5.25	\$ 9,380	49.68	\$ 18,880
Employee Salaries and Benefits	\$ 22,022	8.23	\$ 177,809	66.46	\$ 267,532
Property Expense	\$ (662)	-1.23	\$ 31,695	58.69	\$ 54,000
Designated Special Offerings Expenses	\$ 250		\$ 9,600		\$ -
Other Expense Not Budgeted	\$ -		\$ -		\$ -
Total Operating Disbursements	\$ 32,421	7.02	\$ 290,830	62.97	\$ 461,835
General Fund Surplus (Deficit)	\$ (10,253)		\$ 5,324		\$ (4,275)

## Sean Cox

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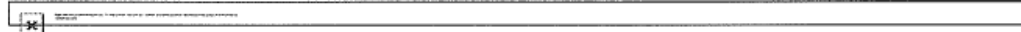
**From:** St. Andrews Office [office@standrewsbcs.org]  
**Sent:** Wednesday, September 21, 2011 3:34 PM  
**To:** 'Jim Kracht'  
**Cc:** zulutice@msn.com; Fr. Sean Cox  
**Subject:** Proposed 2012 Diocesan Missionary Asking

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**From:** Bishop Andy Doyle [mailto:leaglin@epicenter.ccsend.com] **On Behalf Of** Bishop Andy Doyle  
**Sent:** Tuesday, September 20, 2011 11:04 AM  
**To:** dgilbert@standrewsbcs.org  
**Subject:** Proposed 2012 Diocesan Missionary Asking

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### FROM THE OFFICE OF THE BISHOP



September 16, 2011

Dr. James Kracht  
St. Andrew's Episcopal Church  
P.O. Box 405  
Bryan, TX 77806-0405

Dear Dr. Kracht,

As you are aware, the Missionary Budget of the Diocese is the vehicle for our common ministry. You may also be aware that the Executive Board last year made a fundamental change in how the Missionary Asking was presented and administered. This change consisted of the Diocese asking for only the amount necessary to fund the ministries in the Mission Funding Catalog. This was in contrast to previous years when the Asking had been whatever the Budgetary Formula of the Diocese calculated it to be irrespective of the needs of the ministries or the amount of the Missionary Asking. This change was made to improve transparency about the needs of the ministries and it reduced the Asking significantly. Unfortunately, even this reduced Asking was less than 60% accepted and that necessitated significant reductions in the funding to our ministries.

The reduced Missionary Asking of the Diocese was accompanied by a request that St. Andrew's Episcopal Church accept and spend the balance of the Asking in Local Outreach. Many of our congregations accepted the Local Outreach amounts and began to make plans for new and expanded ministry. The people of the Diocese have been asking to receive credit for their local outreach dollars. This year we will begin to collect this information so that the total of this outreach can be reported and celebrated at Diocesan Council. To facilitate the collection of this data and to make it easier for you to submit the **Local Outreach Spending Form** has been created. Collection of this data online honors the Diocese's request that we become more efficient and better stewards of the environment by reducing paper usage.

The Executive Board has again elected to set the Missionary Asking at the level of the Proposed 2012 Missionary Budget. This decision is done with the hope of allowing space in your local budget to expand your existing outreach activities or to start new ones. But, this level of the Asking also carries with it the expectation that all of the churches of the Diocese will accept their full Diocesan Missionary Asking.

You will receive a separate letter from Bob Biehl, the Treasurer of the Diocese, regarding your Diocesan Assessment as calculated by the Diocesan Budgetary Formula including both Part A - Insurance Assessment and Part B - Diocesan Budget Assessment. Part B of the Diocesan

**Sean Cox**

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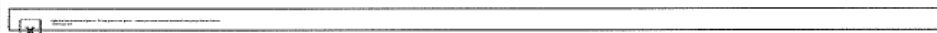
**From:** St. Andrews Office [office@standrewsbcs.org]  
**Sent:** Wednesday, September 21, 2011 3:35 PM  
**To:** 'Jim Kracht'  
**Cc:** zulutice@msn.com; Fr. Sean Cox  
**Subject:** Your 2012 Diocesan Assessment

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**From:** Robert J. Biehl [mailto:leaglin@epicenter.ccsend.com] **On Behalf Of** Robert J. Biehl  
**Sent:** Monday, September 19, 2011 4:35 PM  
**To:** dgilbert@standrewsbcs.org  
**Subject:** Your 2012 Diocesan Assessment

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**FROM THE OFFICE OF THE TREASURER**



September 16, 2011

Dr. James Kracht  
St. Andrew's Episcopal Church  
P.O. Box 405  
Bryan, TX 77806-0405

Dear Dr. Kracht,

The Finance Committee and the Executive Board meeting last week began the process of our budgeting for 2012. This letter will deal with the Assessment for St. Andrew's Episcopal Church. You will receive a separate letter from Bishop Doyle about your Missionary Asking.

The Executive Board has approved draft 2012 budgets for the Diocese that provide for a reduction in the Insurance Assessment and a small increase in the Diocesan Assessment from 2011 to 2012. These changes offset each other so that in total the amount of the Assessments is within \$6 of the amount assessed to the parishes for 2011. While there will be no increase in the overall assessment level, it is possible that your church's Insurance assessment and Diocesan Assessment will not be exactly the same as your 2011 assessments. The change in your church's operating revenues from 2009 to 2010 will directly determine the change in your actual assessment amounts.

**Part A - Insurance Budget**

I would note that there is a reduction in the Insurance Assessment despite an average premium increase of 5% for clergy medical insurance coverage. We are indebted to the individuals who serve on the Insurance Task Force for their diligence and expertise in managing what is the largest expense in the Diocesan Budget. Our increase is smaller than many of the double digit increases that have been so widely reported in the media.

**Your 2012 Insurance Assessment: \$28,823**

In accordance with Part A of the Budgetary Formula (as found on pages 79 and 80 of **Volume I of the Journal** of the 162nd Council of the Diocese), this amount is your church's prorata share of the insurance costs for the clergy and retired clergy of the Diocese and their families.

**Part B - Diocesan Budget**

Part B of the Budgetary Formula is designed to fairly allocate the budget of the Diocese among the congregations. It not only determines the amount of the Assessment to support the Diocesan Budget but also the Missionary Asking of the Diocese.

The Diocesan Budget as approved for 2012 includes non-recurring expenses for the election of a Bishop Suffragan and the expenses for our Deputies to attend the 2012 General Convention. It also provides for the beginning stages of a transfer of several expense items from the Missionary Budget to the Diocesan Budget to better align the ministry of the Diocese. These changes have been made with only a small increase in the Diocesan Assessment.

**Your 2012 Diocesan Assessment: \$24,806**

You will be receiving a letter from Bishop Doyle communicating the Asking amounts as set by Part B of the Budgetary Formula and the Executive Board in support of the Missionary activities of the Diocese.

We have calculated both of your Assessments based on the Operating Income reported on your 2010 Parochial Report. If you have any questions about the calculation or the process, please call either me or **Allison McCloskey**, Controller, at 713.353.2127 or 800.318.4452, ext. 1018.

Faithfully,



Robert J. Biehl  
Treasurer  
713.353.2134

CC: The Rev. Dr. Sean A. Cox  
Mr. Grover C. Tice  
Allison McCloskey, Controller



This email was sent to [dgilbert@standrewsbcs.org](mailto:dgilbert@standrewsbcs.org) by [amccloskey@epicenter.org](mailto:amccloskey@epicenter.org) |  
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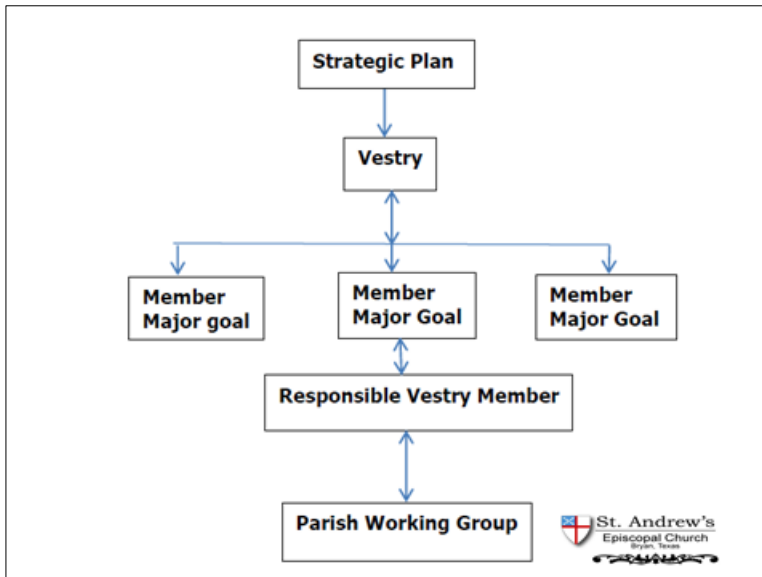
### Attachment 3.

## St. Andrew's Episcopal Church – Strategic Plan - Status and Next Steps

Prepared September 19, 2011

### 1. Overall Implementation plan for using the new Strategy

- a. Overall goal: plan, operate, and evaluate using the same structure
- b. Create a planning structure that
  - i. Begins with consensus based objectives stated in clear understandable terms
  - ii. Provides general goals with further detailed breakdown to objectives to add specificity
  - iii. States objectives with outcomes that can be measured
  - iv. Provides a basis for ongoing communication with stakeholders (parishioners and others)
  - v. Turns the new (revised) strategy into an Action Plan
  - vi. Defines vestry responsibilities for each major goal
  - vii. Considers a broad breakdown of strategy by
    1. Spiritual development
    2. Ministries and related activities
    3. Operations, finance, communications, and infrastructure



The Strategic Plan will be implemented by the Vestry, Rector, Staff, and members of the Parish. It is transformed into an action plan by assigning responsibility for each major goal to one or more vestry members. They take ownership of the goal and engage parish members as a working group for taking actions towards meeting the goal. Progress is measured and reported to the parish for each of the goals. As has

been suggested in previous planning efforts, the vestry should consider developing a more explicit description of its role and duties that is more structured and that assigns responsibilities for the three major elements and sub-elements of the strategy noted above. The meetings of the vestry should be organized to more explicitly deal with the major elements of the strategy and operational plan on a routine basis.

**2. Develop a current inventory (description) of the internal and external ministries and committees of St. Andrew's**

- a. Title
- b. Purpose
- c. Membership
- d. Status
- e. Current function and status
- f. Relationship to strategic objectives (added later)


**3. Review and reiterate the relevant elements of the previous planning activity**


- a. See table at the end of this document – evolution of strategic planning at St. Andrew's.
- b. Develop a progress report (summary) outlining what was achieved towards the previous plan
- c. provide continuity of purpose and maintain a "comfort zone" for those that find change threatening
- d. Draw out more detail from the previous plan than the summary future state objectives used in the MMR
- e. Take advantage of the substantial effort put into the last plan – much of the thinking and documentation is still contemporary
- f. Select key elements of the previous plan for incorporation with goals from MMR – recognize the continuity with the past that emerged from the MMR

**4. Review the MMR products and incorporate appropriate results into the new strategy**

- a. The aggregation process used in the retreat submerged some useful points that need to be recaptured
- b. The first part of the MMR is to assess "how are we doing"
  - i. Some of the questions posed in the Equine Initiative example (see below) can be addressed by analysis of MMR results – examples are:
    1. What are we doing that we need to keep doing = highest rated items
    2. What are we not doing well that we need to fix = least high rated items

## Assessment





- The assessment team was asked to answer these 4 questions:
  - ▣ *What are we doing well that we need to keep doing?*
  - ▣ *What are we not doing well that we need to fix?*
  - ▣ *What do we need to do that we are not doing?*
  - ▣ *What are the facilities and resources needed?*

Planning the TAMU Equine Initiative: An example from a different setting of overall assessment that should be considered as part of the planning process – including the MMR:

- c. The second part of the MMR is intended to
  - ii. Review and update the overall vision for St. Andrew’s Church
  - iii. Review and update the anatomy of its ministries
  - iv. develop key themes (objectives)

### 5. Extend strategic planning to include:

- a. Operations
  - i. Staff and staffing requirements
  - ii. Schedules and operations
  - iii. Resource needs (human, funds, facilities)
- b. Finance
  - i. Treasurer
  - ii. Capital campaign
- c. Facilities and infrastructure
  - i. Physical plant
  - ii. Utilization
- d. Communications
  - i. Communications plan
  - ii. Expanded media plan
- e. Extended planning approach:
  - i. Review and use as appropriate the previous planning documents
  - ii. Develop these sections **after the strategy for the St. Andrew’s mission** has been developed in draft form
  - iii. Ultimately, develop an overall strategy that identifies resources required to achieve major planning objectives

- f. These are major sections of the strategy that the current effort has not addressed.
- g. The previous planning actions laid out an approach but it was apparently not fully developed

## 6. Implementation

- a. Emerging components of the strategy – to be combined into the final plan
  - i. Elements from the previous strategy
  - ii. January retreat and MMR process
  - iii. Extended elements of the strategy (item 5 above)
  - iv. Vestry retreat – including SWOT – further definition of goals and objectives
  - v. Integration of these components into a draft strategy
  - vi. Web-based strategy for parish review
  - vii. Parish “town hall” meeting
  - viii. Finalize strategic plan
  
- b. Procedures – for discussion by Vestry
  - i. Vestry works as a committee of the whole to define next steps beginning 9-22-11 meeting
  - ii. Subsets of the Vestry take leadership for planning major objectives
  - iii. Members of the parish volunteer or are recruited to participate in planning major objectives under vestry member leadership
  - iv. September 22, 2011 – discuss and agree on the general approach
  - v. Outline of approach
  - vi. Plan to define major elements from previous plan, MMR, and further discussion
  - vii. SWOT – more detailed than MMR
  - viii. Vestry workshops
  - ix. Second parish meeting to comment on draft strategy
  - x. Timetable
  
- c. Elements of the strategy to be discussed
  - i. Major objectives and approaches of the new forward looking plan
    - 1. Carefully consider the level of detail of the plan – too much or little will not lead to an operational plan
    - 2. Early and continuing thought to the marketing strategy for the plan – parish, internal and external donors, new audiences, surrounding elements in the city/region, church hierarchy – how to motivate buy in for change
    - 3. Measurable milestones

- ii. Strategic considerations
  - 1. Long range position – where does St Andrews want to be in 10 years?
  - 2. Begin with the Vestry Retreat in January
  - 3. Review previous statements
  - 4. Where will the external environment be – the area served
  - 5. What level of outreach is envisioned – geographic and operational – audiences served
  - 6. What will be the size of the parish
  - 7. How to maintain viability and health
  - 8. What major internal and external ministries
  - 9. What size and where located (multiple)
  - 10. What are the conflicting objectives – how much to move out of the comfort zone
- iii. WHAT ARE THE MAJOR GOALS FOR THE CHURCH IN 10 YEARS – WHAT ARE/WILL BE ITS MAJOR FUNCTIONAL ELEMENTS
- iv. SWOT analysis
  - 1. Augmented Vestry (other leaders)
  - 2. Retreat format – one day
  - 3. Relate to other planning methods
  - 4. Point of departure for setting long- midterm goals
- v. Major time phased steps to reach long term goals
  - 1. Functional objectives – quantitative if possible
  - 2. Build on the SWOT analysis

**Evolution of Strategic Planning  
St Andrew's Episcopal Church**

<b>Date</b>	<b>Goals</b>	<b>Product</b>
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
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	Well attended, limited dialogue was positive