

Selected Draft Goal Statements with Detailed Background for Future Reference

Some draft goal statements were edited for length. Earlier drafts containing relevant information for the operations plan are included in this appendix.

Goal	Leadership	Status
A. Communication	Chuck Glenewinkel	Appendix
B. Internal Ministries Seniors	Alma Pruessner (seniors)	Appendix
Singles	Cindy Peaslee (singles)	Not in appendix Partial Draft
C. Outreach	Carol Yates, and Steve Carr	Not in appendix
D. Spiritual Formation	Kathleen Phillips	Not in appendix Incomplete
E. Christian Formation and Youth	James Bratenhorst	Not in appendix
F. Welcome and Hospitality		appendix
G. Adaptive Ministries Hispanic GLBT	Cross cutting Cliff Tice Jim Kracht	No input No input
H. Current and Future Facilities Needs	Donna Pohl (cross cutting) Jason Sawyer – Jason writing	Not in appendix
I. Finance and Capital	Cross cutting Roland Searcy, Cliff Tice, Wayne Etter	Not in appendix
J. Operations	Sean Cox (cross cutting) Leaders of other cross cutting themes Roland Searcy Donna Pohl	Not in appendix

A. Communications

NOTE: For a list of communication tools available for St. Andrew's, please see the appendix at the end of this document.

- i. Title: Develop, extend, and employ existing and new communications strategies to foster awareness, involvement, interaction and extension of St. Andrew's ministries, education and worship programs among parishioners and in the surrounding community.
- ii. Goal Statement: The goal is to use all of St. Andrew's communications 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. This includes demonstrating how the parish plan is being used to guide the ministry, outreach and worship of St. Andrew's, and our mission of *Knowing Christ and Making Him Known*.
- iii. Objectives
 - Objective 1. Employ the parish plan as one of the St. Andrew's communications tools to provide a more coherent and integrated picture of goals, actions, and progress of the church and its ministries.
 - Meet on an as-needed basis with leadership to determine effectiveness of disseminating information with the parish
 - Write and distribute an article about the reason for and value of strategic planning (improving needs of target programs and audiences such as youth/singles/seniors)
 - Write and distribute an article about the planning process.
 - Receive summaries from each focus group to create articles
 - Write and distribute an article about each of the different focus areas of the plan.
 - Develop a one-page flyer with the main objectives and brief explanation of the parish plan and place it around the church building, and make it available electronically.
 - Provide opportunities for feedback and suggestions from parish, both at church and electronically
 - a. Major milestones for the next five years
 - Increase the effectiveness of communication between parish members, ministries, and church leadership

- Increase awareness of the parish plan, and therefore encourage new participation from members of all age groups in ministries
- Increase interest and participation in all areas of our parish ministries, including worship, mission, education and outreach
- Develop surveys to measure awareness and interest of key ministries and programs (Advent/Holy Week/Ministries)
- Increase the number of visitors per year

b. Related Current Committees and Ministries

- Vestry
- Communication Committee
- All strategic plan subgroups

c. Human and Financial Resources Needed

- Director of Communications
- Rector
- Vestry
- Communications committee
- Resources needed include potential software or computer upgrades, such as a web cam/monitor system to display our service in the parlor, which will also serve as another key area of communications inside the parish.
- Budget communications funds towards promotional materials throughout the process, including posters, postcards and mailouts.

Objective 2. Use of all of St. Andrew's communications tools to increase interest in the overall health of our parish, including involvement and leadership in existing and new ministries ,

a. Major milestones for the next five years

- Increase awareness of the parish plan
- Increase awareness of the use of the strategic plan and how it guides the parish
- Increase interest and participation in St. Andrew's programs and ministries

b. Related Current Committees and Ministries

- Vestry
- Communication Committee
- All strategic plan subgroups

- c. Human and Financial Resources Needed
 - Director of communications
 - Communications committee
 - Potential software or computer upgrades
 - Potential need for photography or video equipment
 - Budget communications funds towards promotional materials throughout the process, including posters, postcards and mailouts.

Objective 3. Use all the St. Andrew's communications tools to celebrate the accomplishments of the parish, including how the accomplishment relates to the parish plan.

- Recognize programs and ministry groups via St. Andrew's communication tools.
 - a. Major milestones for the next five years
 - Increase sense of accomplishment among the parish
 - Increase interest and participation in programs and ministry groups
 - b. Related Current Committees and Ministries
 - Vestry
 - Communication Committee
 - All parish plan subgroups
 - c. Human and Financial Resources Needed
 - Director of Communications
 - Rector
 - Vestry
 - Communications committee
 - Potential software or computer upgrades
 - Potential need for photography or video equipment

APPENDIX 1: St. Andrew's Communications Tools

To make the communications plans successful, we will utilize tools that will generate awareness and inform parishioners and visitors. It is important to employ multiple types of communications tools, and to use clarity, repetition and consistency in the messages.

Internal Communications: These communications tools will help parishioners and visitors while they are at church.

Announcements:

Weekly bulletin

Publications & Brochures:

Quarterly Angler

About St. Andrew's – trifold for pews and in church

Small Group/Ministries – updated regularly

Annual Report

Vestry Initiatives – as needed

Fact sheet: create fact sheet with facts about the identity of the Episcopal Church

Weekly e-news (Constant Contact Marketing)

On-line surveys

Web site: informs about events, ministries, contact information, service times and current events

Greeters – welcome newcomers will greeters, outside and in the parlor at the welcome table

Signs – to help direct visitors of important places in the facility such as restrooms, nursery, Sunday School, etc.

External Communications: These communications tools will generate visibility and invite community members to St. Andrew's.

Electronic:

Website

Weekly E-news

Facebook

Possibility of adding social media such as Twitter and mobile apps

Video

Podcasting

Community:

Eagle – Saturday Faith Calendar and Datebook, community calendars

Newspaper ads

Downtown Bryan Association – e-news

Insite magazine – calendar features

AboutTown Press

Radio stations

Diocese – online calendar (weekly Dialog news that features parish events)

B. Internal Ministries – Singles

The Pace Makers, Seniors of St. Andrew's Episcopal Church

Prayer, Activities, Communication, Education

Goal

All seniors of our congregation will participate in this ministry. Active living and growth will be fostered through monthly day-time gatherings, which include social, educational, spiritual and service activities.

Objectives

Social

The Pacers will be a support group for all seniors, including those who are homebound.

-

Seek out visitors, inviting them to return and welcome them to join the Pacers, or other activities related to their age groups.

Invite seniors, who may have no church affiliation, to attend activities, hopefully, to increase our church membership.

Have fun! Play and learn new games. Field trips to explore our surrounding areas, have lunch at the church or eat out, go to a movie.

Educational

The Pacers will foster learning by sharing each others stories and experiences, and taking advantage of community opportunities.

The group will serve as a means for continuing education by having speakers, field trips and activities to accommodate areas desired by members.

Spiritual

The Pacers will participate in all church services and workshops.

All meetings will begin and end with prayer.

Members will seek guidance from our Priest or Spiritual Director

The Pacers will demonstrate their "Holy Habits", by regular attendance, and giving of time and talents.

Service

The Pacers will support other ministries in the church.

The group will increase communication between all members of the congregation, to include those attending all services.

Participate in service activities and assist other ministries, such as Hospitality, Newcomers and Greeters.

The Pacers will provide help for the office staff, as needed

Phone a Friend committee will check on those who request a call, daily, especially home bound seniors. This will serve to improve communications with those need aid.

Milestones:

The Pacers will have an organizational meeting on January 19. 2012

First meeting will be a seated luncheon. Invitations will be sent out by mail, as well as email, Angler, and phone contacts. We will have a large turn out because of good communications, and our speaker will attract interest. Kathleen Phillips, Spiritual Director and Senior Warden will speak on "Let's step up the Pace." We will ask those attending for ideas and areas which they would like included. We will plan our meetings accordingly and will chose volunteers to plan future meetings.

The Pacers will send monthly invitations and newsletter to meetings by mail and phone calls, email, Angler and Bulletins..

The group will car pool for field trips and lunch out.

When the groups become larger, some interest groups may meet more often such as book or bridge clubs.

Transportation will be available for field trips, service activities, and transporting members in a rented van.

At a later date, there will be a church van for going on field trips, services at other churches, and for activities for the home bound members

Possible Activities:

Visit the Bush Library for "back stage" tour

Hire a van to visit Painted churches

Visit winery and have lunch

Speakers on health issues (Cindy Smith, parish nurse), CPR

Visit local areas, such as the Carnegie library

Physical plant needs:

The Pacers will require a quiet room without through traffic, which has handicap access, close to a restroom.

Financial needs:

Funds for lunches at the church for first few meetings.

Speaker honoraria

Funds to rent a van for some activities.

Funds for sending out monthly invitations to meetings and newsletters.

Members of the formation committee:

Cathy and John Godfrey

Bill Pohl

Anita Watson

Billie Elmendorf

Melanie Fielder

Alma Pruessner

Michael Kraft (recently added)

F. Goal – Welcome and Hospitality

- I. Goal Title: Develop and sustain ministries that reach out to and engage current and future parish members
- II. Goal Statement: To foster a supportive environment for visitors, new members and to include each parishioner in a church wide participatory group that provides spiritual support, comfort, and care for all.
- III. Objectives
 - a. Objective Title: **Welcoming** – Develop and sustain a set of ministries to reach out to those seeking a church home
 - i. Objective statement: To foster a supportive environment for visitors and new members that reflects the church's family of faith commitment. The activities include:
 - a. Establish and sustain a Welcome Center for visitors or new members:
 - a. Have a designated person to meet, greet and serve refreshment to guests.
 - b. Offer a tour of St. Andrew's and the parish hall.
 - c. Provide a user friendly inquirer's folder for those seeking a religious affiliation, including the tenets of the Episcopal faith, the role of St. Andrew's within the parish and the community, the methods for joining the using Episcopal church, information on Inquirer's Classes and a form that they can use to write their questions that have not been answered, their contact information and an interest survey.
 - d. Provide an informational folder for all visitors and new members that includes church activities, such as Bible study groups, youth activities, and church related events as well as relevant phone numbers and a contact person for the newcomer.
 - e. Offer a small gift, such as a book marker, pen, calendar or small cross with the St. Andrew's logo.
 - f. Create a webcam of the service and important events.
 - b. Implement activities that will ensure recognition of guests and indicate to newcomers they are valuable members of the St. Andrew's church family:
 - a) Encourage both new members and guests to wear a nametag; they would be a variable color or style to differentiate them.

- b) Assign a "shepherd" appropriate to the age group and interests of the new parishioner.
- c) Offer to meet the visitor or new member at an upcoming event or a church service.
- d) Call and send a follow-up e-mail or postcard that will detail future activities that may interest them.
- e) Deliver bread, pastries or fruit to those who desire (will allow) a follow-up visit.
- f) Introduce the visitor/new member to at least one other person for the next month.
- g) Continue to put notices on the parlor bulletin board about new members and/or information in St. Andrew's e-news.

ii. Major Milestones

- a. Higher percentage of new or returning church members
- b. Increased number of actively participating members in church activities
- c. Expansion of communication offerings/opportunities
- d. Greater satisfaction level expressed by parishioners concerning support, comfort and assistance based on documentation from Mutual Ministry Review or similar survey

iii. Related Current Committees and Ministries

All focus groups and current ministries would be involved in order to promote membership growth and participation in St. Andrew's activities.

iv. Human and Financial Resources Needed

- a. On-going financial resources, including budgeted items, fundraising activities and donations would be needed to support the expansion of membership and increased activities.
- b. Communicating in a hard copy format is more expensive, but it seems an effective tool to connect with most parishioners.
- c. Equipping the church for web cam streaming/recording would be the major expense.
- d. Eventually, St. Andrew's will probably need an activities director to coordinate programs and funding.
- e. A spiritual director may also be needed, depending on the increase in membership and/or participation.

v. Relationship to other Objectives and Goals in the Plan

To be completed when all of the components of the plan have been reviewed and an overall document has been considered.

- b. Objective Title- **Hospitality**- Create and sustain a caring environment that will strengthen relationships and create greater opportunities for participation in parish activities and inter-action with other members.
- i. Objective Statement: to expand membership to include each parishioner in a church wide participatory group that provides spiritual support, comfort and care for all. The activities include:
1. Drastically increase both the methods of communications and the number of contacts made to all members employing, but not being limited to, the following:
 - a. Establish a telephone committee that will personally contact all members about upcoming events of importance—unless they request not to be on such a list.
 - b. Expand the church directory to include “yellow” pages that list all standing groups and features of those organizations, i.e., Daughters of the King, SAINTS, Welcome Committee, Celebration of Giving Group, etc.
 - c. Present a short biography of parishioners to humanize them and allow others to know of their talents, including their participation in activities at St. Andrew’s in the directory.
 - d. Supply a printed calendar with the dates and times for established events, i.e., “Celebrate with Relish,” Men’s Breakfast Club, Morning Prayer, First Wednesday, Labyrinth Walk, Advent activities, Seder supper, Crop Walk, etc., to all members so that they can be reminded daily of the importance of St. Andrew’s in their lives.
 2. Publicize support programs that emphasize the well-being of members through times of joy, sorrow and need through the following:
 - a. Allow for announcements to be made during all church services; they may take time, but they promote overall effective communication about members in need or stress, beyond placing them on a prayer list.
 - a. Promote a pastoral care number to contact at times of illness and hospitalization, times of sorrow and in times of emergency; who should be called when the church is closed.
 - b. Provide news from the Parish Nurse & Caring Ministry in several formats.
 - c. Publicize the services available for weddings and funerals.
 - d. Continue to provide food and other support as requested by members.
 - e. Continue and/or create activity groups: such as Men’s Fellowship; Men’s Care Groups, a Cancer Support Group;

"Step-programs," such as AA or Al-a-teen; and Grief Recovery Classes.

- f. Supply child care for emergency situations by making certain that arrangements have been made.

3. Create opportunities and events based on parishioner's interests and needs through the following:

- a. Emphasize participation in seasonal activities, such as the Angel Tree program, Trunk or Treat, Fifth Sunday, etc.
- b. Establish quarterly dinners with other faith based groups, similar to the evenings that other churches have hosted.
- c. Expand monthly social meetings to match demographic groups or interests.
- d. Renew the following groups or events (perhaps in a different format); ECW, Young at Heart, Game Night, Parish Picnic in the spring, Chili Cook-off in the fall, Lenten Lunches (bring a friend), Camp Allen Retreat (day or weekend), Progressive Dinner, etc. ; Art Club; Movie Night; Girls' Night Out; Guys' Game Day; Blanket Maker Group, whose members create covers for newborn infants; Book Clubs; Cooking Classes; Day Trips; Quiet Day; Healthy Living and Exercise Groups, etc.

ii. Milestones for the next five years:

- a. Higher percentage of new or returning church members
- b. Increased number of actively participating members in church activities
- c. Expansion of communication offerings/opportunities
- d. Greater satisfaction level expressed by parishioners concerning support, comfort and assistance based on documentation from Mutual Ministry Review or similar survey

iii. Related Current Committees and Ministries:

All focus groups and current ministries would be involved in order to promote membership growth and participation in St. Andrew's activities.

iv. Human and Financial Resources Needed

- a. On-going financial resources, including budgeted items, fundraising activities and donations would be needed to support the expansion of membership and increased activities.
- b. Communicating in a hard copy format is more expensive, but it seems an effective tool to connect with most parishioners.
- c. Equipping the church for web cam streaming/recording would be the major expense.
- d. Eventually, St. Andrew's will probably need an activities director to coordinate programs and funding.

e. A spiritual director may also be needed, depending on the increase in membership and/or participation.

v. Relationship to other Objectives and Goals in the Plan

To be completed when all of the components of the plan have been reviewed and an overall document has been considered.