



St. Andrew's
Episcopal Church
Bryan, Texas



Notes

Vestry Retreat for Strategic Planning
St. Andrew's Episcopal Church
October 8, 2011

Members

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

Regrets

- Roland Searcy
- Cindy Peaslee
- Jim Miller
- Alma Pruessner

Rector: Fr. Sean Cox

Other Participants

- James Batenhorst
- Donna Pohl
- Mike Mullen

I. Agenda

This retreat, held at Briarcrest Country Club, was to further develop the overall framework for the new St. Andrew's strategy and to define the schedule, format, and leadership responsibilities among the Vestry for the revised strategy. The agenda is found in **attachment 1**.

II. Communications: The notes from this retreat will be published on the St. Andrew's website and through other media for ongoing transparency for the parish.

III. Review of the Results of the MMR

The results of the recent MMR were reviewed to develop any revisions or additions of the results as they pertain to the further development of the strategy. In general, the Vestry found the focus

areas from this review to be comprehensive and appropriate as inputs to the planning process. The following modifications were made.

- a. The vision statement should more explicitly include intentions on outreach
- b. To make the focus areas (goals) more comparable in scope, the a new overall goal – **Adaptive Ministries** was adopted to include:
 - i. Hispanic
 - ii. GLBT
 - iii. Other focus areas as needed – perhaps including studentsThese areas are to be developed by separate groups but combined under one heading in the strategy. Leadership for the Hispanic and GLBT are Cliff Tice and Jim Kracht respectively.

IV. Comparison of Major Goals of Previous and Current Planning:

- a. Historical Review: Jim Kracht and Fr. Sean with assistance by Wayne Etter are developing a summary of the previous strategies and a linkage between the major elements of these documents with the structure of the current planning activity. Substantial continuity exists as plans have evolved over the years. The new plan is emerging in the context of the current internal and external environments of the parish and will reflect a fresh vision for many ongoing efforts.
- b. Accomplishments: This part of the strategy will include a review of the accomplishments that were defined in the previous strategies developed in the 2004 – 2007 timeframe. It is being developed by Jim Kracht, Neville Clarke, and Fr. Sean. A summary of the evolution of planning in recent years is found as **Attachment 2** is a summary of this evolution.

V. Focus Areas (Major Goals) and Vestry/Staff Leadership, Including Consolidation of Themes

The assignments of Vestry leadership were reviewed, including the involvement of new candidate vestry members. This revised table also reflects the consolidation of topics under a common theme to create consistent scope of themes across the plan. Three cross cutting themes are defined. They involve considerations affecting all the other themes and will be developed as integrated transcending plans. They include: (1) current and future facility needs, (2) Financial and capital and (3) Operations. The leaders of the first two crosscutting themes will participate with the Rector in the developing the Operations plan. These plans will be developed late in the schedule for individual focus area plans and draw on them for overarching implications and resource needs.

Kathleen Phillips and Jim Kracht developed a list of parish members for theme leaders to consider in the inviting four or five members to participate in the development of the plan for each major theme. This list is provided as an attachment to the message transmitting these notes to Vestry members and other participants. Through this mechanism, the Vestry seeks to have broader initial and ongoing contributions and involvement of parish members in the plan and its future application. Theme leaders will move immediately to enlist parish members for their themes or goals.

The following table shows the updated leadership assignments for the major focus areas of the plan

Focus Areas	Leadership
Overall strategic plan	Neville Clarke
Communication	Chuck Glenewinkel, Neville Clarke
Internal Ministries Seniors Singles	Alma Pruessner (seniors) Cindy Peaslee (singles)
Outreach	Carol Yates, and Steve Carr
Spiritual Formation	Kathleen Phillips
Christian Formation and Youth	James Bratenhorst
Welcome and Hospitality	Jeannine Netterville
Adaptive Ministries Hispanic GLBT	Cross cutting Cliff Tice Jim Kracht
Facilities and Infrastructure	Jim Miller/Dutch Elmendorf
Current and Future Facilities Needs	Donna Pohl (cross cutting) Jason Sawyer
Finance and Capital	Cross cutting Roland Searcy, Cliff Tice, Wayne Etter
Operations	Sean Cox (cross cutting) Leaders of other cross cutting themes Roland Searcy Donna Pohl

VI. Review and Discussion of Planning Methodologies and Schedule

- a. Schedule for Development of the Plan

Attachment 3 shows the schedule for development of the new strategy. Inputs from individual focus groups are due on November 4, 2011. A draft of the plan is scheduled to be delivered to parish members on November 22, 2011, followed by another meeting of the Parish on November 30, 2011. Parish inputs will be solicited before, during, and after the parish meeting. The current goal is to respond to these inputs and prepare a final draft of the plan by December 10, 2011.
- b. Format and Content of the Revised Strategy – Including Focus Group Inputs.

Attachment 4 provides an outline of the revised strategy. The major elements are:

 - i. Historical review
 - ii. Comparison of major goals to previous strategies
 - iii. Inventory of current ministries and committees
 - iv. Overarching strategic statements
 - v. Individual goal statements (specific outcomes and actions)
 - vi. Cross cutting areas
 - vii. Aggregation to the full strategic plan
- c. Length of Strategy and individual focus areas (goal statements): As a matter of general guidance, the overall strategy should be a document of the order of 25 pages in length. Each of the eleven focus areas (goals) should be not be longer than approximately two pages. Some general parts of the strategy may be placed as appendices to the plan if space becomes an issue.
- d. Procedures for Individual Goal Statements
 - i. Each of the major focus areas shown in the previous table will have a section in the plan. One or more members of the vestry will lead a small group of parishioners in the development of plans for the future focus areas.
 - ii. Focus groups will review the MMR report once again for findings relevant to their focus area
 - iii. Vestry leaders of the focus groups will identify the parish members as soon as possible that are to be recruited to participate in the deliberations of the group.
 - iv. A schedule of focus group meetings will be developed and announcements will be made in various communication venues of St. Andrew's, inviting any interested parish member to participate in the meetings.

- v. Fr. Sean, Jim Kracht, and Kathleen Phillips are preparing a current list of all active committees and ministries. This list will identify the activity, its main purpose, status of activity, and responsible person. This list will be used to identify current contributors to the activities identified in the individual focus areas. This forms a point of departure for linking currently active parishioners and staff to the new plan.
- e. Format for Individual Goal Statements: The following format was discussed and agreed and will be consistently used for each of these planning elements:
- i. Title: carefully crafted descriptive title that conveys the intent and scope of the focus area (goal)
 - ii. Goal Statement: a concise **outcome oriented** overall statement of the goal to be achieved for the focus area. The goal may be related to previous goals in previous strategies, if appropriate.
 - iii. Objectives
 - 1. For each goal or focus area, three to (not more than) five directly related objective statements will be developed. **These statements are the essence of the plan and will be used in guiding the ongoing actions taken by the Vestry, Rector, and ministries to implement the plan.** Each objective statement should contain the following:
 - a. Objective statement: a quantitative actionable statement of what is to be accomplished. This should be stated in outcome oriented terms that can be measured and evaluated.
 - b. Major milestones for the next five years – these should be related to expected outcomes and should also be stated in terms that can be measured and evaluated
 - c. Related current committees and ministries: - from the above list, focus groups will identify the ministries, committees, and parish parts responsible for implementing the objective.
 - d. Key assumptions: identify the human, financial, and physical plant resources needed to achieve the objective
 - e. Identify by title (reference) relationships to other objectives and goals in the plan.
- f. Development of general sections of the strategy and aggregation of individual focus areas (goal statements) to prepare the draft of the overall strategy: Neville Clarke, Jim Kracht, Kathleen Phillips, and Fr. Sean, in ongoing consultation with the Vestry, will develop the general statements for the new strategy (**see Attachment 4**) in parallel with the development of the individual

focus group plans. This will be part of the overall schedule of development shown in **Attachment 3**.

Attachment 1

Agenda

Vestry Retreat for Strategic Plan

October 8, 2011

8:30 AM

Briarcrest Country Club – Board Room (Basement)

Overall Objective: to develop and extend the definition of the process, content, and schedule for the St. Andrew's Strategic Plan

- 8:30 Convene and opening prayers
- 8:35 Review of the results of the MMR with the objective of identifying and extending the results for inclusion in the outline of the new strategy – what did we overlook?
- 9:15 Review of a summary of the major goals of the previous strategic plans (2004-2007) to mine content and seek continuity with new and emerging major thrusts
- 10:00 Refreshments and informal discussion
- 10:15 Develop consolidated thrust areas from the above discussion of previous plan, current MMR, and discussion at this retreat – the building blocks of the new strategy
- 10:45 Review and discussion of planning methodologies and schedule
- 11:30 Vestry leadership assignments and discussion of participation by selected parishioners
- 12:00 Closing prayer and adjourn

Attachment 2

Comparison of New Focus Areas and Previous Strategy

Candidate Focus Area	Previous Strategy
Overall strategic plan	<i>4. Assure buy in to overall vision doc</i> Similar outcome oriented structure and content in early drafts
Communication	
Finance and Capital	IV. Model of Christian stewardship – broader than funding <i>Increase ave. pledge and ASA</i>
Seniors and singles	
Outreach	III. Outreach Prominent in the early strategy – neighborhoods and community
Spiritual Formation	I. Worship
Christian Formation and Youth	II. Christian Formation <i>2. Enhance educational opportunities for Bible study and adult forum</i>
Welcome and Hospitality	<i>1. Establish comprehensive welcome/newcomer plan and program</i> <i>2. Expand Sunday morning offerings – balanced commitment to worship</i> <i>3. Two new adult offerings</i> V. Evangelism and Organization – sets goal of 325 by 2009
Hispanic and GLBT	Exploration of Hispanic Ministry Addresses surrounding community
Operations	
Facilities and Infrastructure	Repairs and maintenance achieved
Current and Future Facilities Needs	Space Develop long term master plan for St. Andrew's block

Attachment 3

Schedule for Strategic Planning Activities St. Andrew's Church

9-25-11

October 2011

Sun	Mon	Tues	Wed	Thur	Fri	Sat
						1 Retreat
2	3	4	5	6	7	8 Retreat
9	10	11	12 Small grps Thru 11-4	13	14	15 Hm game
16	17	18	19	20	21	22
23	24	25	26	27	28	29
						Hm game
30	31					

November 2011

Sun	Mon	Tues	Wed	Thur	Fri	Sat
		1	2	3	4	5
					Small grp reports	
6	7 Draft-thru 11-18	8	9	10	11	12
13	14	15	16	17	18 draft plan	19
20	21 Draft Plan	22 Parish	23	24 Holiday	25 Holiday	26

	to Parish	review				
27	28	29	30 Parish Mtg	Prep final		
→				→		
						10
→						Final

Milestones – St. Andrew’s Strategic Plan Development

Actions	Dates
Vestry retreat (ASAP) to define goal areas and agree on procedures - Update of focus areas (goals) for the strategy – from the vestry retreat	10/8
Recruitment of small work groups for each goal by vestry leader	10/11-13
Meetings of small groups for each goal to develop plan (at least 2)	10/12 thru 11/4
Drafts of individual focus group (goal) team reports to Clarke	11/4
Overall draft of the revised strategic plan	11/21
Circulate the draft to parish members	11/22 27
Follow on meeting of the parish to discuss and react to the draft plan	11/30 12-5
Final draft prepared and broadly disseminated	12/10 12-16

Attachment 4

D R A F T

9-25-11

Format and Content of Focus Group Inputs St. Andrew's Strategic Plan 2011

This working document was modified during the retreat – the body of this report contains the current and more detailed guidance as agreed in the retreat

- I. Historical review of previous plan
 - a. Methodology and evolution
 - b. Major elements of current strategy
 - c. Accomplishments – link with last plan

- II. Comparison of major goals of previous and current planning
 - a. Develop a common level of aggregation between the two plans
 - b. Compare the previous and current thinking and develop a structure to demonstrate continuity – a side-by-side portrayal
 - c. This is done at the overall level – above individual goal descriptions
 - d. What is new and what is continuing

- III. Finalize the major goals (focus areas) and vestry leadership – vestry retreat

- IV. Inventory current ministries and committees and aggregate them under the major goals of the current plan – what are we already doing

- V. Overarching strategic statements – reviewed and updated – build on MMR results – including evaluation of current future state goals
 - a. Vision statement
 - b. Mission Statement
 - c. Core values
 - d. Overarching factors affecting the future state of the parish
 - i. Internal and external environments
 - ii. Expected changes in membership and structure
 - iii. Resources outlook
 - iv. Transitional status – pastoral vs. program configuration

- VI. Individual Goal Statements
See notes in the body of this document for more detail on procedures and format

- a. Concise outcome oriented statement of goal – may be transcending over time from previous to current plan
 - b. Objectives – extends the above overarching goal to actionable objectives – 3-5 per goal
 - i. Quantitative actionable statement of what is to be accomplished
 - ii. Stated in outcome oriented terms that can be measured and evaluated
 - iii. Propose major milestones over five years
 - iv. Identify the component parts of the parish responsible for action
 - v. Show how established ministries and committees fit into the new plan
 - vi. Key assumptions – what resources are required, what relationship to other objectives and goals in the new plan
- VII. Cross Cutting Areas
- a. Fiscal – financial plan that aggregates across other goals and objectives
 - b. Facilities utilization – how will existing and future facilities be used in meeting the goals and objectives of the plan. This is on use as opposed to operation of the facilities. It can include planning for future expansion – drawing on previous planning if appropriate
- VIII. Aggregation and synthesis of overall goals and objectives
- a. Aggregation of inputs from individual planning groups for goals and objectives under the agreed structure of the plan (vestry retreat)
 - b. Analysis of interacting components and development of cross-walks as needed
 - c. Cross cutting areas under item VII above