

ST. ANDREW'S PARISH PLAN
The Cornerstone Plan to Initiate the Second 100
Years in Our Building
2012–2017



Adopted by the Vestry of St. Andrew's Episcopal Church
December 13, 2011



St. Andrew's
Episcopal Church
Bryan, Texas



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Foreword

The Cornerstone Anniversary Parish Plan for 2012–2017 helps to launch the activities of St. Andrew's Episcopal Church as it enters its 145th year and its second 100 years in the current building (see figure 1). The plan reflects a series of activities over the past year that developed insight and background and involved participation in its development by a broad representation of more than 50 parishioners engaged with the vestry, the rector, and church staff members. Engagement of parishioners and ongoing transparency in the development of the plan were central to the overall methodology and to parish ownership and utility of the plan after it was completed. The plan covers the period 2012–2017, with interim updates as needed. It is intended to be a dynamic and living document that has an operational counterpart implementation by the vestry and the rector.

The new parish plan will be relatively brief to ensure its readability and utility. However, the relevant information and analysis forming the basis for the plan is thoroughly documented in separate appendices that will be available both online and in hard copy. The appendices will include a brief statement of the major steps in development of the new plan.

The plan maintains substantial continuity with previous St. Andrew's strategies and reflects a similar continuity with respect to mission and core values. The new plan considers the contemporary internal and external environments of St. Andrew's to create a current, forward-looking set of long-range goals and objectives with specific focus on the next five years (2012–2017). Recognizing that the new plan represents the vision for St. Andrew's at a point in time, the vestry will systematically review and modify the plan to reflect changes and maintain currentness.

The vestry is committed to implementing the new plan by using it as a basis for its operational plan, whereby the goals and objectives become the overarching agenda for the vestry and are reviewed, acted on, and communicated to the parish on a regular basis.

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I. Objectives and Outcomes

Figure 1. Cornerstone Anniversary Parish Plan for 2012–2017



The plan is intended to provide the following:

- An integrated strategy that links major ministries and missions into a coherent framework for communication, planning, and action. If successful, the plan becomes a living document — modified as needed to deal with new opportunities or to address emerging needs.
- A future vision based on assessment of accomplishments from the previous plan, vestry retreat, Mutual Ministries Review (MMR), and inputs from the planning committee.
- A forward-looking strategy with specific goals and objectives that could be used as one input into the capital campaign, showing specific areas where contributions might be made for specific objectives.
- A general sense of consensus-based direction to guide existing ministries or establish new ministries for its implementation — and provide a frame of reference to better integrate ministries.
- A basis for ongoing communication with parish members, providing feedback to show progress toward planning objectives, involving parish members in setting future goals, and encouraging participation in implementing activities.

II. Summary of Major Goals

This plan provides a detailed description of the goals and implementing objectives as well as milestones to evaluate progress and estimates of related resources. It is made up of the following major building blocks, which serve as a summary of the document:

- A. *Communication.* Develop, extend, and employ existing and new communication strategies to foster awareness, involvement, interaction, and extension of St. Andrew's ministries, education, and worship programs among parishioners and in the surrounding community.
- B. *Outreach.* Develop and sustain outreach ministries to serve those in need of mercy, compassion, and justice in our community, state, nation, and world.
- C. *Internal Ministries.*
 - 1. Seniors: The Pace (Prayer, Activities, Communication, Education) Makers of St. Andrew's Episcopal Church
 - 2. Singles: A network of friendship, spirituality, and fellowship among singles in the parish
- D. *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.
- E. *Christian Formation and Youth.* Use these youth programs to lead us to a closer and more personal relationship with and understanding of Christ.
- F. *Welcome and Hospitality.* Expand and sustain ministries that reach out to and engage current and future parish members.
- G. *Adaptive Ministries.*
 - 1. Hispanic: Propose, evolve, and implement effective and appropriate Hispanic ministries that serve the community surrounding St. Andrew's.
 - 2. Gay, Lesbian, Bisexual, Transgender (GLBT): Propose, evolve, and implement effective and appropriate venues within St. Andrew's to welcome, engage, and incorporate members of this community into the parish.
- H. *Facilities.* Develop and implement plans to create functional space to support current and future ministries of St. Andrew's Episcopal Church.
- I. *Financial, Capital, and Human Resources.* Consolidate the needs arising from the goals of the new plan into a coherent plan to prioritize and develop methods for funding these needs.
- J. *Operations.* Develop and employ an implementation plan for actions arising from the parish plan affecting use of staff, financial, and other resources.

III. Participants

The Mutual Ministries Review (MMR), with substantial parish participation via the survey and interactions related thereto, provided strong and insightful guidance as the new parish plan was developed in more detail and specificity. The report of this review and the presentation to the

parish for its discussion are found in the separate appendices containing the background documents and information.

The rector and current and incoming members of the vestry provided leadership to a set of focus groups that prepared plans for the major goals established through the MMR and subsequent retreat process. These goals were presented to the parish in “town hall” meetings and published in multiple church communications media. Focus groups included more than 50 interested parish members (see table 1). The resulting participation brought insights, experience, and future aspirations from groups that were broadly representative of the overall parish. It is expected that these groups will continue to be involved in the implementation of the plan.

Table 1. Focus Group Members: St. Andrew’s Strategic Plan

<p>Overall Strategic Plan</p> <ul style="list-style-type: none"> - Neville Clarke – leader - Jim Kracht - Kathleen Phillips - Sean Cox 	<ul style="list-style-type: none"> - Mary Lenn Dixon 	<ul style="list-style-type: none"> - Bill Pohl - Sean Lowey
<p>Communication</p> <ul style="list-style-type: none"> - Chuck Glenewinkel – leader - Alison Sawyer - Karen Royal - Preston DuBois 	<p>Spiritual Formation</p> <ul style="list-style-type: none"> - Kathleen Phillips – leader - Mandy Williams - Sandra Petty - Wayne Etter - Lonny Tannel - Judy Miller 	<p>Finance and Capital</p> <ul style="list-style-type: none"> - Roland Searcy – co-leader - Cliff Tice – co-leader
<p>Internal Ministries</p> <p>Seniors</p> <ul style="list-style-type: none"> - Alma Pruessner – leader - Anita Watson - Cathy Godfrey - John Godfrey - Billie Elmendorf - Melanie Fielder - Bill Pohl <p>Singles</p> <ul style="list-style-type: none"> - Cindy Peaslee – leader - Elizabeth Scott - Erica Peaslee 	<p>Christian Formation and Youth</p> <ul style="list-style-type: none"> - James Bratenhorst - Elizabeth Crouch - Zach Smith - Alison Batenhorst 	<p>Operations</p> <ul style="list-style-type: none"> - Sean Cox – leader - Roland Searcy - Donna Pohl
<p>Outreach</p> <ul style="list-style-type: none"> - Carol Yates – co-leader - Stephen Carr – co-leader - Laura Hotard - Liana Lowey - Lewis Ford - Kathy Culver - Adrienne Frieda - Bill Ward 	<p>Welcome and Hospitality</p> <ul style="list-style-type: none"> - Jeannie Netteville – leader - Sandy Petty - Alison Sawyer - Adrienne Frieda - Joyce Perkins 	
	<p>Adaptive Ministries</p> <p>Hispanic</p> <ul style="list-style-type: none"> - Cliff Tice – leader <p>GLBT</p> <ul style="list-style-type: none"> - Jim Kracht – leader 	
	<p>Current and Future Facilities Needs</p> <ul style="list-style-type: none"> - Donna Pohl – co-leader - Jason Sawyer – co-leader 	

IV. Historical Review of the Previous Plan

St. Andrew’s Episcopal Church has engaged in multiple strategic planning efforts. The historical perspective provided by review of these plans was useful in the development of the current plan (see appendix 2). The most recent set of plans was completed in 2004 and was based in part on preparations for the recruitment of the current rector. The most recent of these strategies has relatively contemporary input from the rector and the vestry and was vetted with the parish at the time of its adoption.

Substantial progress was made in the interim on the major goals of the previous strategy. However, interviews with parish members and responses to the most recent parish survey for the MMR showed that the accomplishments have not always been related by parishioners to the goals in the plan. Examples of planning goals that have been achieved are illustrated by the repair and renovation of the parish and by the modification of the structure of church services and other activities called for in the plan. The procedure for linking the long-range plan to an operational plan for the vestry, rector, and staff — with ongoing feedback to parish members — is intended to make this a “living plan” with outcomes against which progress can be measured.

As part of the MMR process, parishioners were asked to express the level of importance they attach to the five major future state outcomes embodied in the previous strategy. These five future states are summarized as (1) worship, (2) Christian formation, (3) outreach, (4) Christian stewardship, and (5) evangelism and organization. There was strong consensus that these desired outcomes remain highly relevant for the future of St. Andrew’s Church. Accordingly, they are embodied in the goals of the new plan.

Table 2 summarizes the relationship between the new parish plan and the preceding plan, reflecting change in the framework of continuity.

Table 2. Comparison of New Focus Areas and Previous Strategy

Goals in the New Parish Plan	Previous Strategy
Overall Strategic Plan	<i>4. Ensure buy-in to overall vision doc</i> Similar outcome-oriented structure and content in early drafts
Communication	
Financial, Capital, and Human Resources	IV. Model of Christian stewardship — broader than funding <i>Increase average pledge and ASA</i>
Internal Ministries: 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
Adaptive Ministries: 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

V. Mission Statement: 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.

VI. Core Values: We will seek to fulfill our Baptismal covenant in The Book of Common Prayer.

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

VII. Overarching Factors Affecting the Future State of the Parish

The vestry retreat for the MMR used a procedure called Taking STOCK — assessing strength, trends, opportunities, challenges, and key themes. The result of this assessment contributed to the framework that formed the basis for development of the parish plan.

- A. *Strengths.* The strengths of St. Andrew's are summarized as
 - 1. Traditions
 - 2. Financial support
 - 3. Music

4. Spiritual growth
 5. Focus on youth groups
 6. Love and friendliness
 7. Hospitality
 8. Educational programs
 9. Outreach
 10. "This Place" (the 100-year-old building with its ambiance and beauty)
- B. *Trends.* The future state of the church will be substantially influenced by the trends that were identified in the MMR process. They include
1. Significant increase in conversions, receptions, and adult baptisms
 2. Age skewed toward older members
 3. Diversity of service
 4. Diversity of membership
 5. A parish wrestling with tradition
 6. Moving from traditional to contemporary formats of worship and service
 7. Ongoing complexity and tensions related to operating at the intersection of pastoral and program church formats
- C. *Opportunities.* The opportunities identified by the MMR process have been considered in the development of the new parish plan. They include the following:
1. Enhance internal and external communications using all media forms.
 2. Promote more active involvement of parish members in an expanded outreach.
 3. Develop and employ more leadership, especially in younger members.
 4. Through more active "in-reach," develop more active parish participation in new and continuing ministries.
 5. Develop an active thrust to be "more neighborly to our neighbors."

VIII. Internal and External Environments Affecting St. Andrew's Church, the Diocese, and Surrounding Communities

There are a number of evolving global issues and tensions that affect the perspective on future directions for St. Andrew's. Some of these pacing factors will not find immediate solutions in this plan. The intent is to take account of these factors and to create opportunities to improve the situation for the parish where possible. The plan strives to provide a strategy for operating effectively within the constraints and uncertainties related to our current and changing internal and external environments. The plan builds on and extends progress made in response to previous plans and strives to maintain the established framework of diversified worship services and the strong sense of family that characterizes St. Andrew's Church.

- A. *Changing Demographics.* Only very general projections can be made for the size and membership age of the parish in coming years. The plan assumes continuation of the current transition of the membership with modest increase in growth. A conservative estimate of the rate of growth of membership might be 3–5 percent per year of active members. The plan suggests that aggressive action will be needed to meet this goal. Although the rate of increase in population of Bryan–College Station may be less than in previous years, we still assume that growth will continue and that the possibility of high-technology industries coming to the area offers new opportunities for increased population. The plan assumes continuing growth of business and residential occupancy in downtown Bryan. Plans to accommodate this growth for the church are stated in the plan as conditional and are to be implemented when evidence of change occurs. Needs for new resources emanating from the plan include, for example, additional church staffing and facilities. The evolving demographics of the church will affect the income for the church. As St. Andrew’s continues its gradual evolution toward a larger membership, the transitional status of many of its functions will likely continue to create tensions related to unmet expectations. It is assumed that a clearly stated parish plan with well-identified goals and objectives will help to reduce these tensions in the future. The MMR survey shows that there is both need and opportunity to do better with “internal evangelism” — to get members of the parish more involved in St. Andrew’s ministries. The parish plan is expected to define the opportunities for engagement in a more compelling way. Given success in meeting this goal, there is opportunity for greater sharing of leadership responsibilities in the parish for ongoing committee and other ministries, especially in developing ways to better involve younger members of the church.
- B. *Income.* The overall economic outlook for the country, state, and community, with ongoing projections of limited but continuing growth, directly affects the assessment of income potential for St. Andrew’s. The financial status of the church is heavily dependent on giving by older members of the church. An ongoing challenge is to create a broader and more sustainable source of income. The plan assumes that a more successful engagement with the public and an aggressive approach to welcoming and recruiting new members will at least partially offset any possible ongoing downward trends in the economy. We hope that the parish plan will present goals and objectives that will be more attractive to donors. An ongoing assessment and projection of potential for income will be needed, with appropriate updates of the parish plan based on these projections. The vestry believes we should not create self-fulfilling prophecies of gloom and doom but rather take a proactive approach to new methods and means of increasing income to support plans for growth in mission and function. Implementing the objectives of the plan must obviously be associated with an antecedent successful financial plan.

- C. *Outreach and Adaptive Ministries.* The MMR parish survey and interviews with members show a diversity of opinions about how the church should evolve with respect to new outreach activities and how it should go about more effectively engaging and welcoming all members or future members with different social or spiritual mores. There is a diversity of opinion in the parish with respect to the positioning of the church in the spectrum between comfortable traditional ministries and those that involve reorienting and redirecting its ministries toward systemic change. This ongoing self-evaluation is taking place across the Episcopal Church. A vestry retreat in January 2011 examined these issues (see appendix 2). The approach taken in this plan is to assume that diversity is healthy and that a range of ministries and outreach activities can be accommodated and accepted even though individuals and groups within the church find some of these activities outside their personal beliefs and comfort zones. The plan assumes that St. Andrew's Church should continue to actively position itself as a member of the Bryan community and look for ways to engage the action agenda for development of the downtown area. Appropriate or not, the relationship between parish giving and acceptance of the stated missions and ministries of the church is inescapable. In areas of expected divergence of opinion, the plan proposes to take an evolutionary approach to engaging these new missions, beginning with steps to propose, plan, and implement these activities by continuing to seek and respond to broad inputs from members of the parish and to develop as much consensus as possible.
- D. Discussion at the Parish Town Hall meeting emphasized the importance of concentrating on taking care of the people in our church. We should provide a more engaging atmosphere and consider reviving or extending activities that foster interactions and mutual support that characterizes the traditions of the St. Andrew's family.

IX. Goals for Parish Plan

- A. *Communication.* Develop, extend, and employ existing and new communication strategies to foster awareness of, involvement in, interaction with, and extension of St. Andrew's ministries, education, and worship programs among parishioners and in the surrounding community.

Goal: 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. 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*.

1. Enhanced Parish Communication
 - a. Objective: Employ the parish plan as one of the St. Andrew's communication tools to provide a more coherent and integrated picture of goals, actions, and progress of the church and its ministries.
 - b. Major milestones
 - i. Increase the effectiveness of communication between parish members, ministries, and church leadership.
 - ii. Increase awareness of the parish plan, and therefore encourage new participation from members of all age groups in ministries.
 - iii. Increase interest and participation in all areas of the parish ministries, including worship, mission, education, and outreach.
 - iv. Develop surveys to measure awareness of and interest in key ministries and programs (Advent/Holy Week/ministries).
 - v. Increase number of visitors per year.
 - c. Related current committees and ministries
 - i. Vestry
 - ii. Communication Committee
 - iii. All strategic plan subgroups
 - d. Human and financial resources needed
 - i. Director of communications
 - ii. Communication Committee
 - iii. Software or computer upgrades such as a webcam/monitor system to display our service in the parlor, which will serve as another key area of communication inside the parish
 - iv. Funds for promotional materials, including posters, postcards, and mail-outs
2. Use of Parish Plan
 - a. Objective: Use all of St. Andrew's communication tools to increase interest in the overall health of our parish, including involvement and leadership in existing and new ministries.
 - b. Major milestones for the next five years
 - i. Increase awareness of the parish plan.
 - ii. Increase awareness of the use of the strategic plan and how it guides the parish.
 - iii. Increase interest and participation in St. Andrew's programs and ministries.

- c. Related current committees and ministries
 - i. Vestry
 - ii. Communication Committee
 - iii. All strategic plan subgroups

- d. Human and financial resources needed
 - i. Director of communications
 - ii. Communication Committee
 - iii. Software or computer upgrades
 - iv. Photography or video equipment
 - v. Funds for promotional materials, including posters, postcards, and mail-outs

- e. Other goals and objectives: broadly interactive with all goals

- 3. Celebrate Accomplishments
 - a. Objective: Use all the St. Andrew's communication tools to celebrate the accomplishments of the parish, including how the accomplishment relates to the parish plan.

 - b. Major milestones for the next five years
 - i. Increase sense of accomplishment among the parish
 - ii. Increase interest and participation in programs and ministry groups

 - c. Related current committees and ministries
 - i. Vestry
 - ii. Communication Committee
 - iii. All parish plan subgroups

 - d. Human and financial resources needed
 - i. Director of communications
 - ii. Communication Committee
 - iii. Software or computer upgrades
 - iv. Photography or video equipment

 - e. Other goals and objectives: broadly interactive with all goals

4. External Communications
 - a. Objective: Use multimedia to establish and maintain effective ongoing communications to external audiences, including the local community, other churches, Diocese and other relevant interest groups at the local, national and international level.
 - b. Major milestones for the next five years
 - i. Maintain and expand community media contacts: *Bryan Eagle*, newspaper ads, Downtown Bryan Association news, *Insite* magazine, *About Town Press*, radio and TV stations, Diocese online calendar.
 - c. Related current committees and ministries
 - i. Vestry
 - ii. Communication Committee
 - iii. All parish plan subgroups
 - d. Human and financial resources needed
 - i. Director of communications
 - ii. Communication Committee
 - iii. Software or computer upgrades
 - iv. Photography or video equipment
 - e. Other goals and objectives: broadly interactive with all goals

B. *Outreach*. Develop and sustain outreach ministries to serve those in need of mercy, compassion, and justice in our community, state, nation, and world.

Goal: 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.

1. Outreach to Our Community, State, Nation, and World
 - a. Objective: Maintain and increase the participation of St. Andrew's (as a faith community and as individuals) in ministries seeking to serve those who live in poverty. Discern and address, by creating new ministries, needs in our community, state, nation, and world that relate to poverty and that are not currently being addressed by existing ministries.
 - i. Assisting in the collection and distribution of food to those in need through the Brazos Church Pantry
 - ii. Assisting in the collection and distribution of food to those in need through the Brazos Valley Food Bank and Food Bank Mobile Pantry
 - iii. Continuing to support housing for the needy through Habitat for Humanity

- iv. Continuing our partnership with Neal Elementary School and the Neal Scholars program
 - v. Communicating stories to the BCS community about Neal Scholars scholarship recipients as they graduate from high school and enter college
 - vi. Feeding the hungry by supporting the needs of Crop Walk
 - vii. Clothing the naked by sewing dresses for African children through the Dresses for Africa program
 - viii. Welcoming the strangers by filling shoeboxes for Seafarers Shoeboxes
- b. Major milestones for the next five years
- i. Address Millennium Development Goals
 - ii. Increase support of the food bank programs financially, with volunteers, and with persons serving in leadership positions
 - iii. Explore the possibility of joining with other BCS Episcopal parishes and sponsoring a Habitat House
 - iv. Secure financial resources so that the St. Andrew's Scholars will continue to grow each year
 - v. Continue to support Neal Elementary School by providing school supplies each fall
 - vi. Increase the number of Crop Walkers in order to more effectively provide resources for food banks
 - vii. Elevate dignity of African children by sewing dresses for the Dresses for Africa program
 - viii. Increase the number of boxes given and monetary donations made to Seafarers Shoeboxes
- c. Related current committees and ministries
- i. Other BCS churches
 - ii. United Way
 - iii. Brazos Church Pantry
 - iv. Brazos Valley Food Bank
 - v. Habitat for Humanity
 - vi. Neal Elementary School
 - vii. Episcopal Church Women and the ECW Diocesan Board
 - viii. Vestry, outreach coordinator, and Outreach and Communication Committees
- d. Human and financial resources needed
- i. Volunteer, financial, and leadership support
 - ii. ECW members
- e. Other goals and objectives: Adaptive Ministries

2. Mission to Navajo Land
 - a. Objective: Establish and sustain an ongoing mission to support the needs of the Good Shepherd Mission in Fort Defiance, Arizona, thereby learning how to do local outreach more effectively through:
 - i. Working with the Navajo veterinary program to spay, neuter, and
 - vi. vaccinate animals
 - ii. Rehabilitating a part of one of the mission's buildings
 - iii. Conducting a multi-age Vacation Bible School
 - iv. Distributing school supplies and/or clothing
 - b. Major milestones for the next five years
 - i. Lower percent of unvaccinated animals and strays
 - ii. Decrease in livestock attacks
 - iii. Disease prevention (rabies, parvovirus, distemper)
 - iv. Increase in safety of population
 - v. Ongoing cultural awareness
 - vi. Improvement of approach to local mission outreach
 - c. Related current committees and ministries
 - i. Navajo Nation mission trip and fundraising committees
 - ii. Texas A&M Christian Vet Group
 - iii. Vestry outreach coordinator; Outreach, Communication, and Christian Formation Committees
 - d. Human and financial resources needed
 - i. Ongoing fundraising activities, donations, and donations of supplies
 - ii. Mission team members/volunteers
 - iii. Texas A&M Christian Vet students
 - iv. Possible future item in church budget
 - e. Other goals and objectives: Adaptive Ministries
3. Immigrant Ministry
 - a. Objective: Promote human dignity, justice, and fair treatment of immigrants in our community by
 - i. Expanding St. Andrew's role as a Partner Organization with Brazos Interfaith Immigration Network (BIIN)
 - ii. Providing increased awareness to parishioners of the ongoing needs of our local immigrant community
 - iii. Offering citizenship classes
 - iv. Becoming involved with the Hispanic community to identify other ways St. Andrew's could serve and develop relationships

- b. Major milestones for the next five years
 - i. Increased number of parishioners participating in immigrant ministry: volunteering at BIIN, teaching or assisting with the citizenship classes
 - ii. Increased number of local immigrants becoming U.S. citizens
 - iii. Immigrants finding a church home at St. Andrew's
 - c. Related current committees and ministries
 - i. Brazos Interfaith Immigration Network (BIIN)
 - ii. ECUSA and Diocese of Texas, including the Kaleidoscope Institute
 - d. Human and financial resources needed
 - i. Volunteers
 - ii. Membership dues for BIIN: \$25/year
 - iii. Existing classroom space for citizenship class and childcare
 - iv. Funds for basement improvements as are necessary for functionality as office space and interview rooms for BIIN
 - e. Relationship to other objectives and goals in plan
 - i. Hispanic Ministry, Christian Formation and Youth
4. Child and Maternal Well-Being
- a. Objective: Serve Christ through our children and mothers in the community by supporting the needs of the Prenatal Clinic and Voices for Children by
 - i. Assisting in providing low- or no-cost prenatal care to expectant mothers and their unborn children
 - ii. Assisting in providing volunteer Guardians ad Litem (GAL) for abused or neglected children in our community who are in the custody of the state
 - b. Major milestones in the next five years
 - i. Increase the number of healthy births in our community.
 - ii. Increase the number of GAL (CASA) appointments to children who are in foster care in this community.
 - iii. Increase access to healthy, supportive, and nurturing parenting techniques.
 - iv. Increase volunteers, donations/funding, and outreach awareness assistance.
 - v. Explore possible relationships with other agencies, such as Phoebe's Home, Scottie's House, and Still Creek Ranch.
 - c. Related current committees and ministries
 - i. Vestry, outreach coordinator, Outreach and Communication Committees, and Episcopal Church Women

- d. Human and financial resources needed
 - i. Volunteers and donations/funding
 - e. Other goals and objectives: Communication, Adaptive Ministries
5. Restorative Justice
- a. Objective: Build hope, repentance, and amendment of life through ministry to incarcerated persons and their children by supporting Camp Good News and Angel Tree.
 - i. Providing scholarships to summer camp for children of incarcerated parents
 - ii. Enabling incarcerated parents to connect with their children by giving them a Christmas gift
 - b. Major milestones for the next five years
 - i. Increase funding to make more camp scholarships available.
 - ii. Increase volunteers and the number of Christmas gifts given.
 - c. Related current committees and ministries
 - i. Vestry, outreach coordinator, Outreach and Communication Committees
 - d. Human and financial resources needed
 - i. Volunteers and donations
6. Ongoing Review and Revision
- a. Objective: Conduct ongoing review and revision to assess current ministries and discern new ones by
 - i. Forming Outreach Council composed of the lay outreach coordinator, the vestry outreach liaison, and at least one representative for each of the other outreach objectives
 - ii. Participating in the Common Ground Episcopal Network to gather information about outreach needs and opportunities
 - iii. Listening to members involved in individual commitments to outreach, beyond those of the parish ministries
 - iv. Gathering information about new members' previous experiences with outreach ministries and their expressed interests in outreach at St. Andrew's
 - v. Taking advantage of other opportunities to stay informed of local, state, national, and world needs and opportunities

- b. Major milestones for the next five years
 - i. St. Andrew's reviews lead to adoption of new outreach activities that address current and new opportunities and needs while maintaining the currentness of ongoing outreach activities.
 - ii. Outreach Council meets regularly and supplies information and plans to vestry and parish.
 - iii. St. Andrew's participates in Common Ground meetings, Diocesan Outreach Conferences, and review of annual Diocesan Mission Funding Opportunities to gather information and ideas.
- c. Related current committees and ministries
 - i. Vestry
 - ii. Communication Committee
 - iii. Area deacon
 - iv. Newcomers' ministry
- d. Human and financial resources needed
 - i. Members for Outreach Council
 - ii. Volunteers for ministries
- e. Relationship to other objectives and goals
 - i. Broadly related to other goals with new starts

C. Internal Ministries

C-1. Seniors. The Pace (Prayer, Activities, Communication, Education) Makers, seniors of St. Andrew's Episcopal Church (also called the Pacers)

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

1. Objectives
 - a. *Social.* The Pacers will be a support group for all seniors, including those who are homebound, by
 - i. Seeking out and welcoming visitors
 - ii. Inviting seniors to attend activities, with increase in church membership
 - iii. Having fun: games, field trips, dining out, movies
 - b. *Educational.* Pacers will foster learning by sharing stories and experiences and taking advantage of community opportunities.
 - i. Continuing education through invited speakers, field trips, community activities

- c. *Spiritual.* Pacers will participate in all church activities and workshops.
 - i. Beginning and ending meetings with prayer
 - ii. Seeking guidance from priest or spiritual director
 - iii. Demonstrating Holy Habits by regular attendance and sharing time and talents
 - d. *Service.* Pacers will support other ministries.
 - i. Facilitating communication between all members and across services
 - ii. Providing help for office staff
 - iii. Phoning a friend: daily calls to homebound seniors and those in need
2. Major Milestones for the Next Five Years
 - a. Organizational meeting January 19, 2012: develop future agenda for meetings and other activities and organize volunteers
 - b. Monthly invitations and newsletters using multiple media
 - c. Carpool for field trips and lunch
 - d. Book or bridge clubs
 - e. Church van for field trips and services at other churches and activities for homebound members
 3. Related Current Committees and Ministries
 - a. Pacers will interact with and support other internal and outreach ministries.
 4. Resources Needed
 - a. Quiet meeting room with handicap access and convenient restroom
 - b. Funds for initial lunches, speaker honoraria, van rental, and communication costs
 5. Other Goals and Objectives
 - a. Hospitality and outreach

C-2. Singles. Sensational Singles

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

6. Objectives
 - a. Develop opportunities for singles with similar spiritual beliefs to gather in a safe social setting.
 - b. Form Bible study groups outside the church (e.g., at local restaurants, clubs, and coffeehouses) to use a public setting to spark conversation and bring nonmembers and those considering membership together.

- c. Provide opportunities for parish singles to participate in special events and activities as a group.
 - d. Provide support for singles inside the church ("pew buddies") during services to encourage involvement in ministries and events.
7. Major Milestones for the Next Five Years
- a. First meeting of the group Monday, January 9, 2012, at the LaSalle Hotel to set goals and guidelines through casual conversation.
 - b. Schedule events on a regular basis as interests and opportunities dictate.
 - c. Recruit new members to St. Andrew's Church through social networking and off-site Bible studies.
 - d. Retain a larger number of single members through creating a supportive and welcoming environment.
 - e. Expand and extend outreach to underserved individuals and groups.
8. Related Committees and Ministries
- a. Support from the communication ministry and staff for creating awareness
 - b. Linkages to Pacers (seniors), many of whom are single
 - c. Adaptive ministries (GLBT)
 - d. Support and guidance from rector
9. Resources
- a. Media announcement of formation of the group
 - b. Postage for communication
 - c. Assistance from communication ministry and staff
 - d. On-site meeting space for spiritual development, group activities, and Bible study
- D. Spiritual Formation – Spirituality, Our Unending Lifeline (SOUL)

Goal: 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.

- 1. Objectives
 - a. Elevate existing spiritual formation opportunities in the church, convocation, and diocese.
- 2. Milestones
 - a. Identify and document current opportunities (dates, locations, topics, fees)
 - b. Determine associated needs to support participation (childcare, funding, facilities)
 - c. Inform parishioners about events that meet spiritual formation criteria.

- i. Major milestones
 - a) Create a checklist for parishioners to include suggestions for private and corporate spiritual formation opportunities.
 - b) Create a logo usable for all events to include a spiritual formation component.
- 3. Establish a spiritual formation group to regularly look for new opportunities to meet specific needs and times.
 - a. Major milestones
 - i. Determine qualifications needed for members of this group.
 - ii. Select members and establish tenure.
 - iii. Provide an annual plan for the parish budgeting process.
 - b. Related committees and ministries
 - i. Internal Ministries for seniors and singles
 - ii. Christian Formation and Youth
 - iii. Adaptive Ministries
 - c. Human and financial resources needed
 - i. Establish and maintain a line item in the parish budget for this ministry.

E. Christian Formation and Youth

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

Goal: Expand our knowledge of Christ by providing a strong understanding of His message to His Church.

- 1. Youth Ministries
 - a. Objective: Give our youth the tools necessary to understand God's message and make it applicable in today's world.
 - b. Major milestones for the next five years
 - i. Implement a major mission project for all ages.
 - ii. Increase participation in Sunday School curriculum, youth and adult volunteers.
 - iii. Increase participation in Vacation Bible School (VBS).
 - c. Related committees and ministries
 - i. Vestry
 - ii. Christian Formation Committee
 - iii. VBS coordinators
 - iv. Outreach Committee

- d. Human and financial resources needed
 - i. Full-time Christian Formation person
 - ii. Ongoing recruitment of adult and college student volunteers
 - iii. Ongoing recruitment of student participants
 - iv. Youth/Sunday School/parish 15-passenger van
 - e. Other goals and objectives
 - i. Spiritual Formation
 - ii. Communication
2. Adult Education
- a. Objective: Continue to provide adult educational opportunities through
 - i. Adult forum
 - ii. Inquirers class/confirmation preparation
 - iii. Bible study
 - b. Major milestones for the next five years
 - i. Increase participation in each of the above categories.
 - c. Related current committees and ministries
 - i. Christian Formation Committee
 - ii. Adult forum coordinators
 - d. Human and financial resources needed
 - i. Adult volunteers
 - ii. Participants
 - iii. Fundraising activities and donations
 - iv. 15-passenger van
3. Youth Ages 6–12 Years
- a. Objective: Provide a location for the Young Adults/College Ministry Program to continue growing as Christians with several existing ministries.
 - i. Gateway Bible Study
 - ii. Downtown worship
 - b. Major milestones
 - i. Implementation of a mission project, possibly in association with the Christian Formation goal, but directed toward young adults and college students
 - c. Related current committees and ministries

- i. Christian Formation goal
 - ii. Youth minister
 - iii. Outreach goal
 - d. Human and financial resources needed
 - i. Adult volunteers
 - ii. Participants
 - iii. Fundraising activities and donations
 - iv. 15-passenger van
 - e. Other goals and objectives
 - i. Christian Formation
 - ii. Outreach
- F. Welcome and Hospitality

Develop and sustain ministries that reach out to and engage current and future parish members.

Goal: 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.

1. *Welcome*. Extend and sustain a set of ministries to reach out to those seeking a church home.
 - a. Objective: Foster a supportive environment for visitors and new members that reflects the church's family of faith commitment.
 - i. Establish and sustain a Welcome Center for visitors or new members.
 - ii. Recognize and show newcomers they are valuable members of the St. Andrew's Church family.
 - b. Major milestones for the next five years
 - i. Increased percent of new or returning church members
 - ii. Increased number of actively participating members
 - iii. Expansion of communication offerings and opportunities
 - iv. Greater satisfaction level expressed by parishioners
 - c. Related current committees and ministries
 - i. Broad involvement of parish members and leaders
 - d. Human and financial resources
 - i. Consider identified budget item or items
 - ii. Include hard copy format for communications
 - iii. Activities director (later)
 - iv. Spiritual director (with increased membership)

- e. Relationship with other goals and objectives
 - i. All goals
- 2. *Hospitality*. Extend and sustain hospitality and in-reach activities to provide a mutually supportive and caring environment that strengthens relationships among parishioners and provides greater opportunities for participation in parish activities.
 - a. Objective: Review, renew, and expand activities within the parish that provide fellowship, spiritual support, comfort, and care for all.
 - i. Use a variety of communications, and increase the number of contacts made to members.
 - ii. Publicize support programs that emphasize the well-being of members through times of joy, sorrow, and need.
 - iii. Create opportunities and events based on parishioner interest and needs.
 - b. Milestones for the next five years
 - i. Higher percentage of returning church members
 - ii. Increased number of actively participating members
 - iii. Expansion of communication offerings and opportunities
 - iv. Greater satisfaction level expressed by parishioners
 - c. Human and financial resources needed
 - i. Consider identified budget item or items
 - ii. Include hard copy format for communications
 - iii. Activities director (later)
 - iv. Spiritual director (with increased membership)
 - d. Relationship to other objectives and goals in the plan
 - i. Interactions and mutual support from all goals

G. 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.

G-1. Hispanic Community. Define the most appropriate role for St. Andrew’s Church to engage and serve the Hispanic community surrounding the church and in the Bryan–College Station area and then to evolve and propose effective and appropriate plans and actions that can meaningfully serve these communities.

G-2. Gay, Lesbian, Bisexual, and Transgender Cultures (GLBT). Undertake a stepwise approach to assess interest in, propose, evaluate, and undertake ways to better

engage and support members and potential members of the parish and community from these sexuality- and gender-based identity cultures.

H. Identify Needs and Create Functional Housing to Support Current and Future Ministries

Goal: 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.

1. Assess Short-Term Space Needs

- a. Objective: Identify current resources and define short-term needs for additional space within the current physical plant.
- b. Major milestones
 - i. Review previous space utilization study.
 - ii. Use the parish plan to evaluate current space needs.
 - iii. Create a current space inventory.
 - a) Include room count and square footage.
 - b) Estimate utilization rate.
 - c) Identify restrictions for use of current space.
 - iv. Utilize ongoing planning to identify space needs for future ministries.
 - v. Complete resource needs statement (including room count, capacity, etc.).
- c. Related current committees and ministries
 - i. Vestry
 - ii. Space utilization study
 - iii. Christian Formation
 - iv. Outreach
- d. Human and financial resources needed
 - i. Human resources
 - a) Focus group members
 - b) Access to architectural/design/construction experts
 - c) Facilities and Infrastructure and Operations Committee members (current, former, and ad hoc)
 - ii. Financial resources
 - a) Funds for consultation and supplies
 - b) Expected budget: <\$2,500
- e. Other goals and objectives
 - i. Affects all functions conducted in-house

2. Restructure current space
 - a. Objective: Restructure current space to ensure full accessibility to all parish members and meet the primary needs identified in objective 1. Includes renovation of first floor, basement, and second floor.
 - b. Major milestones for next five years
 - i. Select and retain design firm.
 - ii. Develop alternative plans and cost estimates to include
 - a) Elevator to access all areas
 - b) Compliance with Americans with Disabilities Act
 - c) Creation of at least one room seating 40–50 persons
 - d) Creation of at least two additional rooms seating 20–25 persons
 - iii. Develop and execute a capital campaign plan to achieve construction and renovation plans.
 - a) Capital campaign
 - b) Gifts
 - c) Other financing activity
 - d) Engagement of contractors
 - e) Completion of renovations
 - c. Related current committees and ministries
 - i. Building committee
 - ii. Vestry
 - iii. Space utilization study contacts: J. Singleton
 - d. Human and financial resources needed
 - i. Design architect/firm
 - ii. Fees for design: estimated at \$10,000
 - e. Relationship to other goals and objectives
 - i. Broadly affects all in-house space users
3. Identify and Acquire Developable Adjacent Properties
 - a. Objective: Identify developable properties in proximity to the current campus that are suitable for supporting future expansion of parish and community ministry.
 - b. Major milestones in the next five years
 - i. Define types of space required.
 - a) Large auditorium space
 - b) Kitchen/catering support

- c) Configurable conference space
 - d) Other needs defined by parish
 - ii. Identify proximal properties that might support these uses.
 - a) Determine feasibility of acquisition.
 - b) Determine suitability for stated needs.
 - c) Generalize cost estimates for redevelopment.
 - iii. Determine feasibility of vertical physical plant expansion (e.g., add 3rd story).
 - iv. Evaluate other alternatives.
 - a) Nonadjacent space downtown
 - b) Other locations
 - v. Complete pro forma property development plan.
- c. Related current committees and ministries
 - i. Parish plan
 - ii. Space utilization study
 - iii. Christian Formation Committee
 - iv. Outreach Committee
- d. Human and financial resources needed
 - i. Human resources
 - a) Focus group
 - b) Access to real estate professionals
 - c) Access to financial/banking advice
 - ii. Financial resources needed
 - a) Estate planning and development
 - b) Other capital planning
- e. Relationship to other goals and objectives
 - i. Broadly related to in-house elements of the parish plan

I. 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.

Goals: Develop an overarching plan to organize human and financial resources needs from other goals in the plan (see table 3); evaluate internal and external environments pertaining to acquiring needed resources; and develop a broad planning framework that helps inform ongoing strategic and operational decisions and actions for prioritizing needs and acquiring continuing and new funds. These goals are addressed by

- Consolidating inputs from other goal statements
- Analyzing resource needs
- Stating general resource planning principles

Consolidate Needs Arising from Other Goals in the Parish Plan

Table 3. Summary of Resources for the Parish Plan: Resources Proposed in Goal Statements

Goals	Resources
Communication	Director of communications Software and computer upgrades Webcam Promotional materials TV monitor/display in parlor
Internal Ministries Seniors Singles	Meeting space for seniors and singles Honoraria for speakers and van rental Postage
Outreach	Financial and leadership support Ongoing fundraising for specific missions Possible future items in church budget Basement renovation for new space
Spiritual Formation	Access to existing meeting space Travel funds for training and engagement
Christian Formation and Youth	Full-time Christian Formation position Parish van
Welcome and Hospitality	Activities director (eventually) Spiritual director (possibly) Funds to support expanded activities Web camera for streaming and recording events TV monitor and display in parlor
Adaptive Ministries Hispanic GLBT	Use of existing space for supporting events Development of Spanish-language mission materials
Current and Future Facilities Needs	Architectural design/construction experts Facilities, Infrastructure, and Operations Committee Short-term funding: \$2,500 Design for restructuring existing space: \$10,000 Real estate and banking consultants for acquisition
Finance and Capital	Aggregate, analysis, summary, and overall resources plan
Operations	Overall operations plan to be developed to initiate and maintain actions for implementation of the parish plan

Analyze Resource Needs

Focus groups have identified the need for full-time staff for Communication and Christian Formation. These needs were well recognized by parishioners in the recent MMR survey, but require new funds. Other staffing for the church would be needed if future needs were related to the forecast for modest increases in membership (see VIII).

Modifications of existing facilities and acquisition of new facilities are proposed as long-term strategic objectives. The plan recognizes that commitment to individual major investments in this area must begin with a financial plan that is based on reasonable chance of success in acquiring the necessary funding. This area of growth presumes the gradual increase in church membership proposed elsewhere in the plan. These elements of the plan are regarded as goals and not commitments to action. Such commitments will be considered and proposed by the vestry for endorsement by the parish membership before implementation.

A number of focus groups propose modest reallocation of current resources or acquisition of equipment and software that can be reasonably considered as part of the annual budgeting process by the vestry and the rector.

Evaluate Internal and External Environments Affecting Acquisition of Resources

The influence of the local, national, and international economy has an obvious potential to affect parishioners and their funding for St. Andrew's Church. The plan assumes a correspondingly conservative stance on expectations for income from regular contributions. Overarching factors that influence the resource strategy are found in section VIII of this document. The plan seeks to avoid creating a self-fulfilling prophecy of "gloom and doom" that feeds on itself. The plan proposes an aggressive, proactive approach to fund raising with the assumption that a more explicit set of goals and outcomes will help attract both conventional and unconventional funding. The overarching assumption is that we have to "pay to play."

There are basically two budget needs for St. Andrew's Church: (1) the core budget that is required to "keep the doors open and utilities turned on" (the day-to-day operation of the physical plant, salaries, routine expenses, and maintenance of facilities and equipment) and (2) resources for extraordinary initiatives, capital campaigns, and new missions, including some of the new starts proposed in this plan. In the present economic environment, parishioners may be forced to parse their contributions between these types of giving. This makes it particularly important that the cornerstone plan for St. Andrew's is based on the assumption of more successful acquisition of funds from both new and conventional sources.

Overall Resource Plan

The cornerstone centennial plan intends to present a cautiously optimistic view about resources needed to achieve its goals and objectives. The plan does not commit to the

funding objectives that are related to new starts and growth of parish activities. Rather, it is a statement of goals against which progress can be measured over the next five-year period. Other than the estimate of resource needs for facilities and new staffing, the other needs expressed in the plan are relatively modest and can be related to specific initiatives, which in most cases are involved with special funding outside the core church budget.

The vestry and the staff intend to use the Cornerstone Centennial Plan as a framework and to develop short-term operational implementation plans on an annual basis. Vestry members involved in the development of the plan will continue to take leadership for the goals they developed, and the vestry as a group will have ongoing agendas to evaluate progress and create new directions for achieving these goals. As opportunities and needs arise for new initiatives, financial plans will precede commitments, and ongoing parish awareness and involvement will be maintained.

Appropriate conservative stewardship by the vestry and its officers and the staff of St. Andrew's Church will be continued, building on previous practices and experience. While interim shortfalls may occur, the general approach for fiscal management is to operate within the available resources for the core budget and to aggressively seek to augment these resources where necessary to offset such shortfalls and maintain ongoing operations and adequately compensate staff.

1. Specific Goals

- a. Conduct a facilitated vestry retreat dedicated to developing funding strategies: January 2012.
- b. Prepare a vestry plan to prioritize and develop plans to acquire funds to respond to the facilities needs identified in the parish plan.
- c. Achieve a 10 percent increase in contributions toward the core operating budget of St. Andrew's Church by 2014 and an additional 5 percent increase by 2015.
- d. Develop specific financial plans to permit hiring full-time staff for Communication and Christian Formation and Youth.
- e. Expand strategies and related actions for giving toward specific parish plan goals.
- f. 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).
- g. Develop an ongoing dialogue with parishioners about funding shortfalls, and plan goal options to stimulate contributions other than the annual call for pledges.

J. Operations

Develop a flexible and dynamic operational plan for vestry and staff that implements the strategic framework of the parish plan.

Goal: 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.

Objectives

1. *Organize the Vestry.* Members of the vestry accept leadership roles for one of the major goals of the plan — to engage and coordinate the activities of related ministries and committees, integrate related activities into a coherent action plan, and track and report progress. The traditional roles of vestry leadership continue, with new emphasis on implanting the parish plan.
2. *Translate Strategy into Action.* The vestry as a whole develops an annual or biennial operational plan with more specific objectives, schedules, and measurable outcomes.
3. *Build Relationships among Groups and Individuals.* Through vestry leadership for implementing the goals of the parish plan, establish and maintain a more active engagement with the multiple committees, ministries, and other activities that fall under the aegis of one or more of the parish plan goals. Seek mutual benefits and synergies among groups or individuals with common interests and objectives.
4. *Plan to Succeed.* Develop and implement a more systematic agenda for monthly and special vestry meetings that provides a venue for regular deliberation and timely action on meeting the major goals of the parish plan.
5. *Increase Financial, Capital, and Human Resources.* The vestry and the rector will participate in a facilitated retreat in January 2012 to develop an operational plan to implement the objectives under this goal (See I. Financial, Capital, and Human Resources on p. 28). This includes development of a plan for more effective capital campaigns that offer contributors more explicit opportunities to support goals in the parish plan.
6. *Care for St. Andrew's Property.* Continue to provide planning, oversight, and actions to maintain the property under the leadership of the Junior Warden, with the current facilities subcommittee.

7. *Build Human Resources.* Under leadership by the rector, develop an operational plan for acquisition and management of human resources and the related operating budgets for church staff.
8. *Plan for Facilities.* Develop an operational facilities plan, closely coordinated with the financial plan, for the time-phased and prioritized activities that implement the parish plan goals and objectives for facilities.
9. *Review Goals.* Periodically (at least annually), the vestry and the rector review the parish plan and the operational plan and propose to the parish changes, additions, and completion of goals and objectives that meet changes in the internal and external environments of St. Andrew's Episcopal Church.

APPENDICES

The major background and interim documents for the Cornerstone Anniversary Parish Plan for 2012–2017 are contained in a separate document except for those in appendix 1 and appendix 2 below, which are most directly related to the parent document. The additional appendices to the plan can be found at the St. Andrew’s website under the section about the plan.

Evolution of Strategic Planning in St. Andrew’s Episcopal Church

2004 St. Andrew’s Strategic Plan

Vestry Retreat on Church Evolution, 1-22-11

Parish Survey: Input into the Mutual Ministries Review

Mutual Ministries Review Report, August 20, 2011

Slide Presentation to Parish on MMR, 9-15-11

Vestry Retreat for Preparation of the Parish Plan, 10-8-11

Major Steps in Development of the Parish Plan

Second Draft of Cornerstone Parish Plan, 11-29-11

Parish Discussion of Second Draft of Cornerstone Parish Plan, 12-5-11

Ministries and Committees of St. Andrew’s Church

Related Outreach Ministries in the Bryan–College Station Community

Selected Draft Goal Statements with Detailed Background for Future Reference

Appendix 1

Major Steps in Development of the Parish Plan

The major steps in the development of the new plan were as follows:

- A review of previous plans and their evolution was conducted, including in-depth interviews with earlier vestry, the rector, and other leadership involved in their development (see appendix 2).
- Preparations for the current Mutual Ministries Review (MMR) were initiated in September–October 2010.
- Vestry retreat on evolution and maturation of churches was held in January 2011.
- The MMR survey instrument and parish response were developed in summer 2011.
- The vestry and rector MMR was facilitated in August 2011.
- Results of the MMR were published on the St. Andrew’s website.
- A parish “town hall” meeting was held for presentation and discussion of the MMR results.
- A vestry retreat to develop process and content for the new St. Andrew’s plan was held in October 2011.
- Focus groups composed of vestry leadership and parishioners were organized to develop plans for each of the major goals emanating from the MMR, second vestry retreat, and input from parishioners.
- A draft of the new plan was made available to parishioners for review, and a second parish meeting was held to solicit discussion and recommendations for changes.
- The final draft of the new plan was completed and adopted by the vestry on December 13, 2011.
- As part of the overall evaluation and planning process, a facilitated evaluation of the rector will be conducted in accordance with established diocesan schedule and procedures.

Appendix 2

Evolution of Strategic Planning in 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. 2004		Vestry mission statement reflects core values.
June 2004	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 are completed in 2005.
2007	Strategic Planning Committee describes parish 2012	Reviewed and validated 2004 and 2005 documents, with partial extension of desired Future State descriptions (incomplete).
Fall 2010	Plans for MMR	Initiated design questionnaire for parish survey.
Jan. 2011	Facilitated Vestry Retreat (Future)	Report showing options, core values, way forward is prepared.
July 2011	Parish Survey MMR	Very good representative response results in evaluated future state goals from previous planning.
Aug. 2011	Facilitated Vestry Retreat as part of the MMR	Evaluated parish responses, initial development of general goals and actions, report to parish.
Sept. 2011	Parish meeting for input to strategic planning	Presentation and discussion of MMR results is held.
Oct. 2011	Vestry Retreat to set plan methods and outline	Format and goal statements are developed; vestry leadership is established.
Oct.–Nov. 2011	Draft parish plan	Draft of parish plan is completed.
Dec. 2011	Parish review and discussion	Final draft follows parish discussion.

