

# **The Strategic Plan 2012**

## **Program Expansion**

To envision St. Andrew's Day in the year 2012, the following five areas addressed in the Desired Future State Descriptions (completed in 2005) were analyzed in terms of broad programs proposal and resource requirements. A space utilization study is also recommended and discussed at the end of this plan.

### ***I. Worship:***

#### *Desired Future State Description:*

Consistent with our Episcopal liturgy, we will offer a variety of styles and expressions of worship on Sundays, weekdays, and special occasions. We will make our worship accessible to those new to the faith and our denomination. We will explore options for additional worship space.

#### *Strategic Horizons:*

Develop a space for contemporary, innovative, worship services; add an associate rector position to share additional service load,

#### *Goals:*

Continue current Sunday morning format; maintaining the beauty of Rite I at the early service; capitalizing on growth potential of 9 am service with an emphasis on becoming more "child friendly" with the use of children's sermons, children participation, and use of different types of music; the 11:15 will continue as the "principal" celebration of the Eucharist using music drawn from the General Convention approved texts and avid exploration of the Book of Common Prayer.

#### *Annual Objectives:*

With the goal of achieving an Average Sunday Attendance of 325 by 2009, we must plan for who will join us in worship and how will we accommodate them. Given the nave seats 150, to apply the "80%" rule (growth is inhibited if more than 80% of a room is occupied), our target attendance at every service is 120 (including choir and liturgical ministers). In addition to the current constituencies represented by the 7:30, 9 and 11:15 services, St. Andrew's must attract new parishioners. Claiming the vision of "weaving a rich tapestry of worship within our Anglican and Episcopal heritage", our weekly schedule may call for additional components.

Rite 1 will continue at 7:30. With the beauty and power this style of liturgy offers to those who appreciate it, Rite 1 will likely remain a fixture at the early service. While

attendance holds steady (between 35 and 40), aggressive numerical growth at this service is unlikely.

The second Sunday service at 9 am is moving towards claiming a unique identity and has the greatest growth potential of the three current services. Current attendance hovers at 80, leaving at least 40 seats available for future use. An emphasis on becoming more “child friendly” without becoming a “youth service” will likely bring more families with children. Use of children’s sermons, including children in worship leadership, and attention to the challenges all families face of living faithful lives will enhance the atmosphere. Occasional use of “contemporary” music, to include Gospel, Jazz, Folk, Country and Rock, will be explored.

The choral Eucharist at 11:15 is nearing seating capacity. With a current attendance of 118, this service faces space constraints. Key to its success is vibrant music drawn from General Convention approved texts and avid exploration of the Prayer Book. As the most widely attended service, this “principal” celebration of the Eucharist has room to develop depth and numbers.

In 2008 add a late afternoon Eucharist on Sunday using a contemporary format. To draw a wider base of people to the parish, the next element of strategic planning is to discern new worship opportunities which might appeal to people with minimal church background and people engaged in other activities on Sunday mornings. A new worship service at 5pm on Sunday afternoon with a contemporary format may attract both groups. Christian formation could take place in the context of teaching sermons, discussion groups, and other worship service-connected formats. If this Sunday afternoon service were to grow to 50 or more new active parishioners, our goal of 325 will be met.

## ***II. Christian Formation:***

### *Desired Future State Description:*

As a Center for Christian Formation, St. Andrew's will assist its parishioners and the community in their life-long spiritual growth, and living their lives in the world, by offering to all ages a wide variety of educational offerings, spiritual gifts explorations, speakers, workshops and other forums.

### *Strategic Horizons:*

We will continue to seek more effective curricula for Sunday morning so that all may learn about God in an age-appropriate manner. We will explore options for additional classroom space.

## **Nursery**

### *Goal:*

Relocate the nursery by 2012 so that it is near the other Sunday morning children's programs. This will allow for better monitoring by the Christian Formation staff and for a better allocation of resources for this age child.

### *Annual Objectives:*

During the 2008-2009 program year, we will explore the option of dividing the present nursery into two different rooms to better serve the need of our youngest children and their parents.

- One room for infants and toddlers, ages 3 to 12 months, will be a safe place for them to play and have their basic physical needs attended to while their parents are participating in worship or other activities.
- The second room will be for children one to two-years of age. This room will be a safe place for them to play with age appropriate toys and will be equipped for them to begin their first steps in Christian formation with Bible stories and small appropriate crafts. This room will need easy access to a restroom.

## **Preschool Children**

### *Goal:*

Identify, adopt, implement and assess a Sunday School curriculum for preschool children by 2012. We will explore *The Godly Play* program for these children.

### *Annual Objectives:*

- In the 2008-2009 program year, we will send the Director of Christian Formation as well as some key volunteers to be trained in this method of teaching.
- In the 2008-2009 program year, we will recruit teachers, assess space needs and prepare a 2009 budget request to furnish the needed supplies and transform a room into an appropriate space for the Godly Play curriculum.
- In the 2009-2010 program year, we will implement Godly Play for the preschool children.

- In the 2009-2010 program year, we will assess the program to decide if it is appropriate for the children of our parish.
- If we decide that it is appropriate, we will seek to add needed resources, including space, for Godly Play during the 2010-2011 program year.
- If we decide that it is not appropriate, we will seek another option for this age group.

## **Elementary School Children**

### *Goal:*

Acquire the necessary resources by 2012, including additional classroom space, to support needed improvements in the workshop rotation method that is currently in place. We will continue to develop and maintain our workshop rotation method for our elementary school children so that they may learn to read scripture and apply it to their lives and to participate in the history, traditions and liturgy of the Episcopal Church.

### *Annual Objectives:*

- During the 2008-2009 program year, we will prepare a budget request to transform the current art room into a space that will allow for multiple uses such as Bible study, art, and kitchen.
- During the 2008-2009 program year, the curriculum writing team will develop a 3-year plan in which the Bible stories, church traditions and liturgy to be used will be identified.
- During the 2008-2009 program year, we will recruit more volunteers and train them to teach in this hands-on, multi-sensory way.
- As enrollment grows, additional specific purpose classroom space will be needed.
  - The first priority is a computer workshop. This room could be used on Sundays for workshop rotation, on Wednesday nights by the youth group and during week-day afternoons for after-school programs. The computer element added to the workshop rotation would appeal to the “techy” kids, and they might be more inclined to come to Sunday school if they knew that their computer skills could be used during this time.
  - The second priority is a drama/theater workshop that could be used for roll playing, skit production, or any type of drama lesson. This room could also have a mounted projector or television so that it could double as a theater type room for showing videos that pertain to the Bible story that we are teaching at that time. Other groups could use this particular room to show presentations or videos as a part of their classes.
  - A multi-purpose room would be the last addition. This room would act as a “kitchen” during the Sunday school hour on Sundays. Other times of week, this room could be used as a regular classroom. This room would be most effective if a sink is installed.

## **Middle School and High School Students**

### *Goal:*

Identify and develop a curriculum and program for middle school and high school students by 2012 that will prepare them to become mature people of faith:

- who will use the tenants and beliefs of the Christian faith as a decision making framework,
- who will read scripture and apply the lessons from the Holy Bible to their lives and
- who will the appreciate the history, traditions and liturgy of the Episcopal Church.

### *Annual Objectives:*

- During the 2008-2009 program year, we will transform the Blue Room into a space that is “kid friendly” and that can be used for Bible study and viewing of films and movies.
- During the 2008-2009 program year, we will develop and implement, with the help of the students, a curriculum that will achieve the purpose of spiritual growth and mature decision making.
- During the 2008-2009 program year, we will research and develop a plan to teach and honor certain “rites of passage” such as Confirmation.
- During the 2009-2012 program years, because we recognize that each of these groups has different needs and are at different stages developmentally, we will split the middle school and high school students into two groups as their numbers grow.
  - The first group will encompass 6<sup>th</sup> to 8<sup>th</sup> grade students. This group will continue to learn about worship and applying their scripture readings to their lives at their “in between” age.
  - The second group will be high school students (9<sup>th</sup>-12<sup>th</sup> grade). This group will dig deeper into applying their scripture reading to the modern world and they will explore all aspects of Anglicanism.

## **EYC and Young Adult Programs**

Goal: Activities involving involve high school, college age and young adult folks, that are in addition to the Sunday morning Christian Education program, need to be supported and recognized as an integrated part of the life and ministry of the parish. Participation in these programs by persons in these age groups needs to be increased and there needs to be increased leadership involvement from members of the parish.

Recommendations: Enhance communication within the parish and in the community about these programs. In Fall 2008, institute a Sunday evening service that incorporates contemporary music and worship styles. Improve the space available to these programs, with a goal of having their own space. Make hiring a full-time youth minister a priority.

## **Adults**

### *Goal:*

To better serve adults of all age groups, we will develop and introduce a variety of programs, classes, workshops and learning opportunities to provide for the needs at all stages of their lives and spiritual journeys so that we will become a Center for Christian Formation by 2012.

### *Annual Objectives*

- During the 2008-2009 program year, we will find and provide space for a variety of different groups who have already formed, but need a place to meet.
- During the 2008-2009 program year, we will continue to maintain the Adult Forum Sunday school class.
- During the 2008-2009 program year, we will encourage smaller groups to form; for example, we will provide possible classes such as, but not limited to, newcomers and parents with children during the Sunday school hour.
- During 2009-2012, we will continue to assess and train people to form and nurture small groups. We will use our facility as an incubator to start these groups with the hope that they will move from the church to parish members' homes.
- During 2009-2012, we will invite outside speakers to provide workshops that will appeal to members of the Bryan-College Station Episcopal community and to the broader Christian community.

### ***III. Outreach:***

#### *Desired Future State Description:*

We will focus St. Andrew's time, talent, facilities, and treasure to meet specifically identified needs, so that our efforts are a catalyst for transformation in our surrounding neighborhoods and community.

#### *Strategic Horizons:*

The development of a five-year strategic plan for parish outreach must be guided by what Christ has charged us to do Matthew in 25: 31-46:

- Feed the hungry
- Give drink to the thirsty
- Welcome strangers
- Clothe the naked
- Heal the sick
- Visit prisoners
- Care for "the least of these"

By focus, we do not mean focusing on a single or a small number of parish outreach activities. Rather, we mean that we should focus on the type of work that we can do as a parish.

For example, through our current outreach activities we support the Church Food Pantry, Crop Walk, Neal Elementary School, Health for All, Prenatal Clinic, Hospice, Habitat, Voices for the Children, Twin City Mission, The Salvation Army, Family Promise, the Diocesan Missionary Commitment and the United Thank Offering. We are a generous parish and we contribute a good deal of time, talent and treasure to these various groups collectively and individually.

We recommend that we stop thinking of our individual and parish support for each of these groups as separate endeavors; instead we should think of them as a single, focused, collective endeavor because, taking them all together, we are having a noticeable effect on our surrounding neighborhood and community. For example, in 2007 St. Andrew's was selected to receive a \$10,000 contribution from the Gilbert and Thyra Plass Charitable Trust because of the service that we provide to the community. Giving our parish outreach activities a name will emphasize this focus--two suggested names are "Umbrella of Faith" or "Net of Faith."

People must be involved at a deeper level than their wallets. Lots of parishioners could be involved, but they aren't involved. **By focusing St. Andrew's time, talent, facilities and treasure to meet specifically identified needs, parish participation and giving will increase and our efforts will become catalysts in the transformation of our surrounding neighborhoods and community.**

The presence of the new Twin Cities Mission facility in our neighborhood will present opportunities for our parish to become more involved with that organization while

continuing our involvement with those organizations that we currently support with our time, talent and treasure.

St. Andrew's has yet to define a transformative outreach for our surrounding neighborhood and community. A significant Hispanic population (20% of County residents) lives in Bryan-College Station. For years there has been earnest discussion concerning reaching out to the growing Hispanic community. No plan has been made or action taken, in part because of concern that such an initiative will change us fundamentally, but primarily because we have not educated ourselves on what is needed, how to make a connection, and what ministries have the best chance of working and having impact given the particular dynamics of B/CS. It is time to explore this issue in a systematic way, and to call upon outside resources, particularly the Diocese Canon for Multicultural Ministries, the Reverend Jaime Case to give us insight in developing such a ministry.

### *Goals*

We recommend the adoption of a five-year parish outreach goal that includes the development of at least one onsite parish outreach program by 2012. Because of the constraints of people, money and space our parish outreach program will of necessity be limited to offsite programs for the next several years. However, we anticipate that new paths for outreach will be discovered that can best be delivered on parish property. Examples of such outreach programs include day care for low-wage workers and after-school programs for neighborhood children. A program that involves art, music and drama is one example of an after-school program that we might offer. The delivery of programs such as these will be major undertakings that must await the availability of sufficient resources, including physical space.

We also recommend that St. Andrew's invite representatives of the other local Episcopal Parishes as well as the local Episcopal school to attend a presentation by Canon Case to be held at St. Andrew's in September 2008. From that meeting direction will be sought. Hopefully from a combined effort of the Episcopal community, a plan will be agreed upon to begin an effective ministry with implementation to begin in 2009. Such an undertaking would provide our parish opportunities to pursue the charges that Christ gave us in Matthew 25: 31-46. All of our current outreach activities will dovetail nicely with the development of a Multicultural ministry.

### *Annual Objectives:*

We recommend the appointment of a parish outreach steering committee to initiate this work and to have an ongoing organization developed by St. Andrew's Day 2009. The steering committee will be further charged with developing the annual objectives that will lead to the development of at least one onsite parish outreach program by St. Andrew's Day 2012.

The parish outreach steering committee should be created and would be charged to do the following:

- Identify new paths for our time, talent and treasure by visiting with informed persons in our community.
- Educate the parish so that eyes are opened to the need for outreach in our community.
- **Serve as a central point for connecting parishioners with specific outreach activities suitable to their talents and time.**
- Develop annual parish themes for outreach.
- Investigate opportunities for obtaining charitable grants and diocesan grants to support outreach activities.
- Explore the possibility for developing programs that would receive support from the Diocesan Missionary Budget.

#### ***IV. Model of Christian Stewardship:***

##### *Desired Future State Description:*

We are inspired to generous and faithful stewardship of our time, talent, and treasure as an outward and visible sign of our love of God and progress on our spiritual journey. St. Andrew's will provide all parishioners opportunities to exercise and increase their stewardship through ministry, outreach, worship, education, and fellowship.

##### *Strategic Horizons:*

To employ a comprehensive approach that measures application of resources (time, talent and treasure) to live into our vision.

##### *Goals:*

Establish comprehensive user friendly communications regarding ministry opportunities; establish systematic process of capturing members skills and passions; develop additional ministries that meets needs of the parish.

##### *Annual Objectives:*

Increased percentage of pledging and participation in ministries

## ***V. Evangelism and Organization:***

### *Desired Future State Description:*

Through welcoming new members and increased attendance by current parishioners, we will achieve an average Sunday attendance of 325 by 2009. To support this growth, we will modify the organization and structure of the Parish so that we maintain a strong sense of community with a variety of opportunities for nurturing personal spiritual growth.

### *Strategic Horizons:*

For **welcoming new members**, the Newcomer Committee discerned the following from *Matthew 4: 12-23*. They looked to the creation of several programs over the next five years that would welcome a diverse group of individuals from the community as well as enfold into St. Andrews anyone looking to find a church home:

- Creation of a mid-week Bible Study program for stay-home parents
- Small group ministry to allow new and current parishioners a smaller outlet to become acquainted with other members
- Expanded Adult Education opportunities, including programs such as “Financial Peace University”, “Parenting with Love & Logic”, and other community drawing programs Identify opportunities for inclusion and ministry to neighborhood children and their families in addition to those that currently exist, including but not limited to: partnering with Neal Elementary and other neighborhood schools, invitations to Vacation Bible School and/or after-school Expanded ecumenical partnerships
- Refine new membership Discovery Classes to meet a variety of needs and attract a diverse group of parishioners along with new members joining the church

For **increased attendance by current parishioners**, two themes were consistently present in several meetings with strategic planning committee members: the need for communication plans and increased meeting space for our current requirements as well as looking toward meeting the needs of a growing parish.

In meeting with several members of Daughter of the King, the group discerned the following from *I Samuel 16:1-13*:

- Exploring options for communication within the parish about Daughters of the King
- The need for additional meeting space. Currently the parlor, parish hall, and library are only accessible places to meet within the church itself since the 2<sup>nd</sup> floor is inaccessible to many of its members.

In addition, the members discerned the possibility for:

- Examining and assessing the current format of meetings. Discussion of the inclusion of more prayer and discernment for some of the meetings.

The participants from Episcopal Church Women (ECW) determined the following from the passage from *Matthew 5: 21-28*:

- Ongoing responsiveness and exploring a mechanism to indicate help is needed when continuing to care for church family
- Looking for ways to build coherence among the ECW group; possibly e-mailing group projects for those not able to attend meetings, placing sign-ups in weekly church bulletins

In addition, the members discerned the

- Inclusion of prayers more (possibly in the form of a brief prayer service) as a part of each meeting
- Looking into an outreach activity as a group project for members to participate in together
- Sharpening ECW's focus, and possibly separating out some of the subministries of ECW (Bereavement, Cradle Roll, Kitchen Guild)

*Goals:*

We recommend that the parish adopt a plan that will allow for and support the growth of the parish over the next five years to reach our parish's stated goal of average Sunday attendance of 325.

People of retirement age are an important component of our parish. Also, there is an increasing influx of retirees into the BCS community. It is important that our facilities, worship and church family be welcoming to them and that we have programs and activities that are relevant to their needs.

**Recommendation:** It is important that we include consideration of the retirement age component of the parish and community in all aspects of strategic planning implementation. It is specifically recommended that a committee be established to develop and coordinate ministries and activities focused on retirement age persons. This committee would also serve as a line of communication between members of this demographic and the rest of the parish.

## Space

The committee's review revealed an overriding theme during the data gathering, and that is the issue of space, the need for it and use of it. Half of our space is inaccessible to those who cannot climb stairs, and thus unusable. This lack of space creates scheduling conflicts and over use. Additionally much of our space must be used for different purposes at the same time. Obvious examples are the parlor and Parish Hall which are prime entrance corridors as well as prime meeting areas. The youth room and choir practice room are side by side and though sound proofing has helped these important ministries must restrict activities to accommodate each other. But even our smaller ministries have expressed that the lack of dedicated space for their specific needs has hampered the effectiveness of their ministry. The current planned expansion of programs will exacerbate this problem. There is also need to improve and expand the space needed for parish staff and for meetings of committees and other administrative groups.

**RECOMMENDATION:** An important first step is for this parish to enlist the aid of professionals to conduct a space utilization study. This need must be addressed and implemented as soon as possible. The product will help Parish make decisions regarding capital improvements, renovation and physical plant expansion.