



“Realizing Your Vision”

Process Overview

October 2012

v.1.0

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Introduction

This Process Overview has been prepared to bring together various processes and tools required to create a Strategic plan in a Church environment. Adapted from best practices of effective organizations, the approach described herein is designed for volunteer groups with limited staff, time and resources to achieve high quality results.

The process is best lead by an outside facilitator, someone who will honor the process and not be an owner of the content.

This particular approach has been used over 30 times with congregations ranging in size from 80 to 2000 average Sunday attendance (ASA), Dioceses, Small Businesses, Community Organizations, Trade Associations, and School Boards. It takes about 3 months to complete the work outlined in this document.

For more information about the application of these tools and process, please contact me at reb@askscs.com.

Reb Scarborough

October 2012

References

Breakthrough Teamwork, Outstanding Results Using Structured Teamwork, Dennis A. Romig, Performance Research Press, Austin, TX

Built To Last, Successful Habits of Visionary Companies, Jim Collins, Jerry I. Porras, Harper Business

Good to Great, Why some companies make the and others don't, Jim Collins, Harper Business

Leading Change, Jon P. Kotter, Harvard Business School Press, Boston MA

Moving Off the Map, A Field Guide to Changing the Congregation, Thomas G. Bandy, Abingdon Press, Nashville, TN

Reclaiming the Great Commission, A practical model for transforming denominations and congregations, Bishop Claude E. Payne, Hamilton Beazley, Jossey-Bass, San Francisco, CA

Side by Side Leadership, Achieving Outstanding Results Together, Dennis A. Romig, Bard Press, Austin, TX

The Purpose Driven Church, Growth Without Compromising Your Message & Mission, Rick Warren, Zondervan, Grand Rapids, MI

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Vision—Driven Planning Process Church

“Vision Document”

Mission Statement

- Why do We Exist?
- What is our Purpose?

Core Values

- Unique and Foundational Attributes
- Core Values say “This is what we stand for, this is what we are all about, this is who we are, this is what we strive to offer, this is why we do what we do.”¹

Vision Statement

- “The Parish We Aim to Become”
- Vivid word picture of our desired future state: Large enough to challenge, Clear enough to guide.

Open
to
Recasting

Informed
by
documents
and oral
history



“Tactical Implementation”

Strategic Horizons

- Major programs or milestones in the 3-5 year timeframe
- Still in conceptualization and definition phase, but need to be kept in current discussion and thinking.

Goals

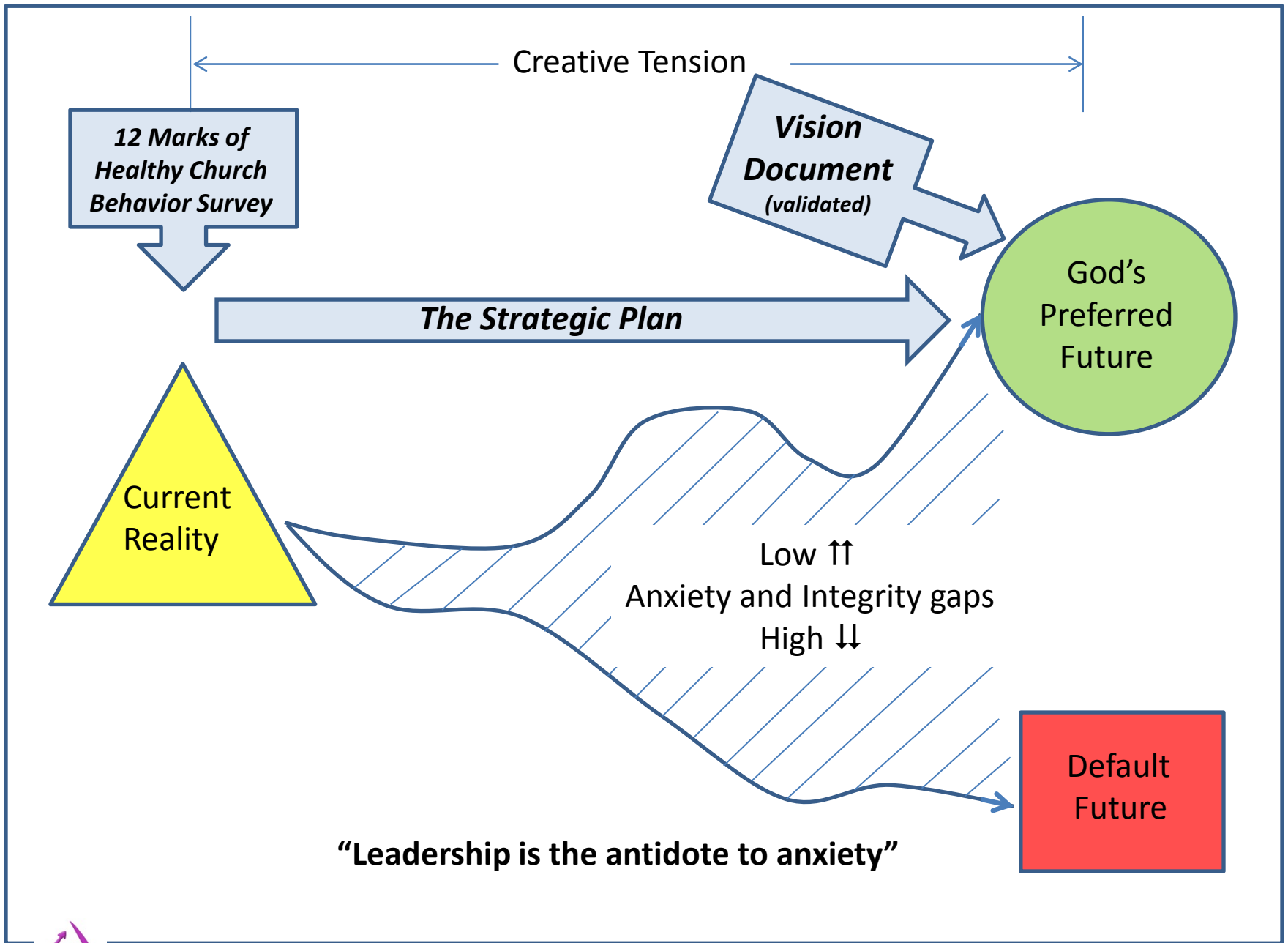
- Key quantifiable and measurable accomplishments with specific deadlines that help to achieve the Vision
- 3-year timeframe for accomplishment

Annual Objectives

- Quantifiable and measurable objectives to be accomplished in a given year
- Each Objective supports one or more specific Goals; has a clear deadline; specifies the resource requirements; and, assigns responsibility for accomplishment.

Informed by
Rector, Staff,
Vestry, and
Councils

¹Values-Driven Leadership. Discovering and Developing Your Core Values for Ministry. Aubrey Malphurs. Baker Books. 1996; 2002 Twenty-First Insight Strategic Consultants, Inc.





Steps to Convert the Vision Document into an Actionable Plan

October 2012

1. EDIT AND APPROVE FINAL DRAFT OF VISION DOCUMENT

Depending on how the Vision Document was crafted, there may be opportunity for minor editing for clarity and amplification. Consider forming a small group as an “Editorial Team” to review and reflect on any feedback and make/ suggest appropriate updates to the Document. This updated version needs to be presented to the Governing/ Oversight group, the Vestry, for final approval. If necessary this Vestry may make minor changes for clarity and/ or completeness. The goal is an APPROVED FINAL DRAFT of the Vision Document.

2. CONDUCT A SERIES OF LEADER TOWN HALL MEETINGS

Conduct a series Town Hall Meetings (2 hrs.) that offer an opportunity for the Congregation to hear first-hand from the Leaders how the Vision Document aligns with and augments their vision. Led by the Leader and a facilitator, these gatherings will jumpstart the planning process by asking input from those in attendance 4 questions, answered in small groups formed around each Vision Area. The 4 questions are:

- 1) What can be done right now to achieve the vision?,
- 2) What are some obstacles to overcome as we work toward the vision?,
- 3) As a member of the Congregation, how do you want to participate?, and
- 4) What are some milestones to look forward to as we make progress living into this vision?

The results of the Town Halls are to be documented into a “Town Hall Voices Report” and used during the Initial Planning Meeting (see #5 below).

3. RECRUIT AN INITIAL PLANNING TEAM

Select up to 30 leaders and stakeholders, including Ministry Team Leaders and staff to participate as an Initial Planning Team to create the Initial Strategic Plan. The Leader invites them to the Strategic Planning Workshop (see #6 below). At least 20 participants are required at this workshop.

4. DEVELOP A CONCEPTUAL ORGANIZATION CHART

With help from the Leader and members of the Vestry (see #9 below), develop a conceptual organization chart of the Parish in terms of the Vision Document, Canonical Responsibilities and Office of the Rector. This chart will be used at the Initial Planning Workshop.

5. 12 MARKS HEALTH CHECK

Use the 12 Marks of Healthy Church Behavior as a guide to help assess the degree of what is working and not working in 12 dimensions. These lists are helpful in maintaining effective practices while identifying areas for improvement. The results are used at the Initial Planning Meeting. An online self-assessment tool is available at www.askscs.com

6. CONDUCT THE INITIAL PLANNING WORKSHOP

Assisted by the facilitator, the “Initial Planning Team” participates in a 4 hour Initial Planning Workshop with 20-30 Leaders, Ministry Team Leaders and Stake Holders (see #3 above) to convert the Vision Document into a clear and transparent plan of action, with goals, objectives, expected results, and ownership. The results of this workshop will become v.1.0 of the Strategic Plan.



Steps to Convert the Vision Document into an Actionable Plan

October 2012

7. DEVELOP AND MAINTAIN A COMMUNICATION PLAN

Develop and maintain a Communication Plan insuring frequent updates on plan status, sharing stories of transformation, successes, issues, and seeking assistance as needed. Answer the following questions: Who is the **Audience**, What are the **Messages**, How will you tell them (**Media**), **Who** will tell them, and **When** will you tell them? See the associated template and process to help create the plan. Assign a Communication Coordinator to oversee maintenance the plan.

8. INITIAL REVIEW OF THE STRATEGIC PLAN

Share the Initial Draft Strategic Plan with the Vestry, Staff and Ministry Team Leaders and solicit feedback. Answer questions for clarification and listen for suggested changes, additions, etc. Going through the list of "What's Not Working" is helpful in looking for gaps in the plan.

9. FORM THE "MISSION AND VISION" VESTRY SUB COMMITTEE

Consider forming the "Mission and Vision" (M&V) Vestry Sub Committee. This group needs to decide how it will maintain the plan, as they are the potential keepers, how they will work with the various "Project Managers" (Goal Keepers), how to align with the budget working with the Finance Sub Committee, and how they will report progress to the Vestry and Stake Holders. The several roles on the M&V Sub Committee are Leader (Sub Committee coordination), Plan Keeper (maintains the Plan current and publishes one page status updates), Communication Coordinator (maintains the Communication Plan) and Project Liaisons (maintains contact with the Project Managers).

10. UPDATE INITIAL PLAN TO VERSION V.2.0

Each "Ministry Owner" (generally a Vestry member) who is assigned to the various Goals needs to carefully review each Goal and update as necessary for completeness and viability. They also need to consider who the various "Project Managers" should be. The Project Manager is an explicit assignment with specific accountability and responsibilities. Once this level of assignment and clarification has been completed and documented in the Plan, the Plan gets promoted to v.2.0 and can be shared with the others as part of an overall education process.

11. INTEGRATE PLAN INTO THE PARISH BUDGET V.3.0

Integrate the plan with the Parish budget and assign priorities. Once the final budget has been approved, make adjustments to the plan, reflecting reality. This will be v.3.0. If agreed, the M&V Sub Committee of the Vestry will take full responsibility from that point forward to deliver version updates. Remember this is just a "Tool" but it is a living breathing document. The updating process needs to be simple, transparent and current. It is really a lot easier than I'm making this sound. Think muscle memory. It is v.3.0 that should be shared with the congregation at the annual Parish Meeting.

12. WORK THE PLAN

As progress is made, keep the Plan updated (monthly). Identify and celebrate successes, publish needs, add new Goals as they are identified ensuring that they are transparently aligned to the Vision Document, and record assignments and obligations. As progress is made achieving the Vision, work through the Vestry to periodically (annually) update the Vision Document. Communicate progress to the community on a regular basis. Create opportunities to connect with members' spiritual gifts, passions, and talents.



NEW 12 Marks of Healthy Church Behavior

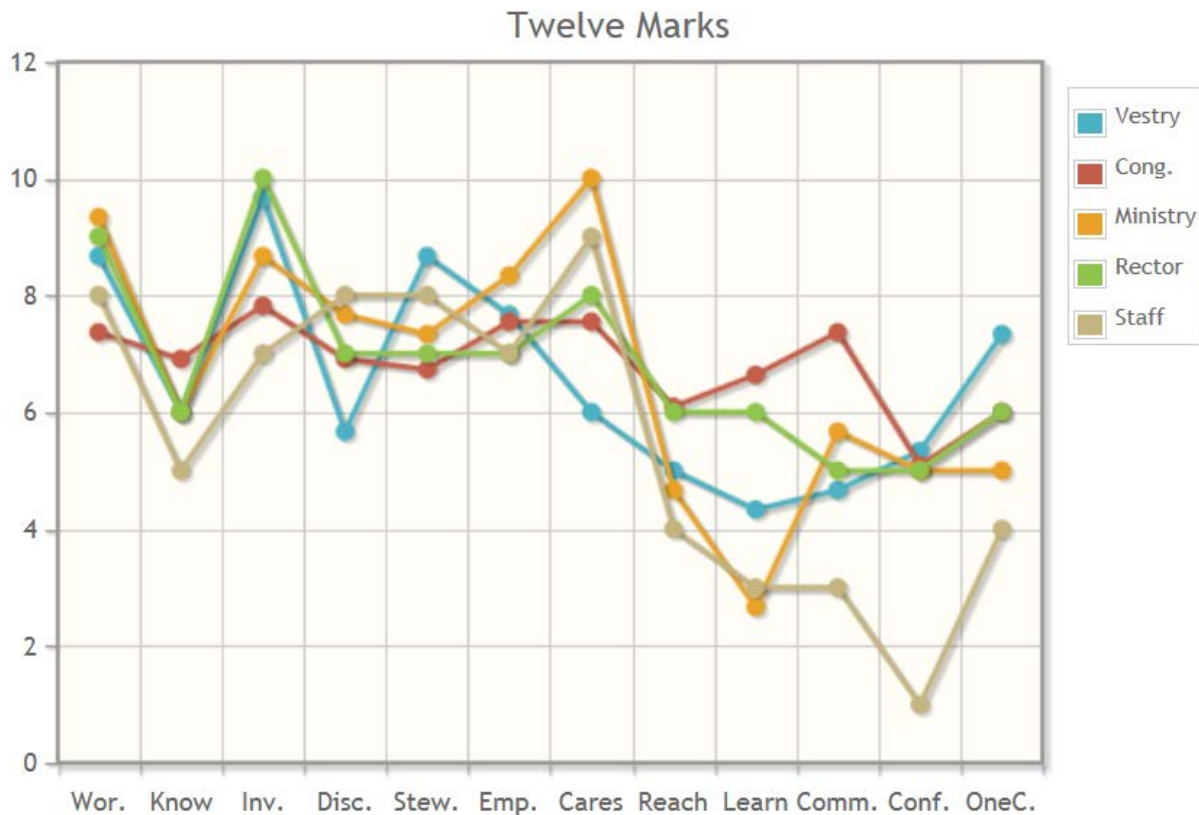
- 1. Worships:** Designs and carries out in a thoughtful and excellent fashion worship that is responsive to the individual nature of the congregation. The congregation understands the power of the Holy Eucharist to renew the spirit. Worship is vibrant and alive and touches the congregation. Liturgy is well planned and executed. Sermons are thoughtful, relevant and well delivered.
- 2. Knows Itself and Moves Forward:** Defines itself by its sense of values, mission (purpose) and vision with resulting plans for the congregation. The culture is one of expectation of constant activity and growth, seeking God's will for its future. This awareness is grounded in scripture and tradition.
- 3. Invites, Incorporates:** Invites, displays hospitality and works toward inclusion of newcomers and members into active participation in congregational life with an emphasis on relationship formation.
- 4. Disciples:** Takes seriously the formation of disciples, grounded in the Baptismal Covenant with emphasis on spiritual formation, biblical education and prayer.
- 5. Lives as Stewards:** Promotes good stewardship of parishioner's time, spiritual gifts and money. Thoughtful about environmental and facility stewardship.
- 6. Empowers:** Fosters a culture of empowering ministry utilizing knowledge of persons' spiritual gifts, passions and talents for service coupled with expectation and accountability for those who undertake ministry.
- 7. Cares:** Responds with thoughtfulness and pastoral sensitivity to individuals in the congregation when illness, personal crisis, death and other challenging life circumstances arise.
- 8. Reaches Out:** Focuses significant ministry outward to the community and beyond.
- 9. Fosters a Learning Culture for Leaders:** Understands that leaders in Christian community have a distinctive call, that they seek God's guidance, are willing to risk, lead change well and learn from experience. Leaders are trained and expected to mentor future leaders. Lay leaders foster a healthy relationship with their clergy.
- 10. Communicates:** Generates effective communications inside the church and outside to the community.
- 11. Manages Conflict:** Manages conflicted situations with practices/processes that foster reconciliation and healing.
- 12. Understands the Need to Be Connected to the Greater Church:** Demonstrates connectedness and support for the wider church.

Authors: Mary MacGregor and Reb Scarborough, 2004, 2011

The Iona Center - Training the Baptized for Leadership, Episcopal Diocese of Texas

References: Peter Steinke; The Evangelism, Church Growth, Worship and Mission Agency of the Presbyterian Church of Canada

**St. Swithen's Episcopal Church
Smithberg, TX
12 Marks of Healthy Church Behavior
Summary of Results
September 2010**



The 12 Marks of Healthy Church Behavior and the related Assessment Tool are designed for the following purposes:

- to raise awareness of congregational leaders as to healthy church behaviors
- to identify areas of congregational life that are strong and those that may need improving
- to establish a sense of urgency before visioning, planning and goal setting
- provide an objective way to quickly assess the status quo of a congregation related to healthy behaviors
- to be used as a quick assessment of a congregation to inform new rectors/vicars
- to be used as an annual progress report if the Assessment Tool is distributed annually, results compiled and compared from one year to the next

The assessment tool pages are intended to be utilized by congregational leaders, lay and ordained.

For more information Contact:

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St. Swithen's Episcopal Church, Smithberg, TX

A welcoming Body of Christ, seeking to empower everyone to learn, live, and teach God's Eternal Promise

<u>Canonical Ministries</u>	<u>Office of the Rector</u>	<u>Worship Ministry</u>	<u>Outreach Ministry</u>	<u>Formation and Spirituality Ministry</u>	<u>St. Swithen's Life Ministry</u>
<p><i>Taking care of the business of the church.</i></p> <ul style="list-style-type: none"> • The Vestry Executive Finance Building/ Grounds Mission and Vision Stewardship • St. Swithen's Episcopal School Board Director Chaplin 	<p><i>Direct responsibilities of the Rector.</i></p> <ul style="list-style-type: none"> • Pastoral Care PC Committee • The Staff Rector Parish Administrator Youth Worship Leader Organist Christian Formation Treasurer • Volunteers Reception Secretary 	<p><i>Supporting the lay ministry in enhancing the Worship experience.</i></p> <ul style="list-style-type: none"> • Acolytes • Altar Guild • Children's Chapel • Flowers • Lay Ministry • Liturgy • Music Choir POGS Sound Board • Ushers 	<p><i>Feeding the hungry, clothing the naked, and soothing the suffering within our community.</i></p> <ul style="list-style-type: none"> • Boy Scouts • Christmas Adopt-A-Family • Community of Hope • Community Gardens • Easter Baskets/Hunt • Helping Hands • Mission Trips • Open Door • Thanksgiving Feast 	<p><i>Providing Christian education and spiritual formation to all ages.</i></p> <ul style="list-style-type: none"> • Advent and Lenten Programs • Alpha • Adult Education • Children's Ministries VBS Sunday School Nursery • Confirmation • Cursillo • Discovery • EFM • Faith Alive • Shepherd Groups • Track Rack 	<p><i>Facilitating a loving personal relationships with God and our neighbors.</i></p> <ul style="list-style-type: none"> • Communication and Marketing • Fellowship Cooks Family retreat Picnic Women's retreat Men's retreat Supper Club • New Member Greeter Connection • Prayer DOTK, Jr. DOTK • Rally Day • Seniors • Youth/EYC

**Initial Planning Workshop
St. Swithen's Smithberg TX
September 18, 2010
9:00 AM – 1:00 PM**

Purpose:

To begin the planning process by reviewing the Vision Document, Current Issues and Needs, and Trends and creating an initial set of Goals (3 to 5 years), 2011 Objectives, Action Plan and Next Steps.

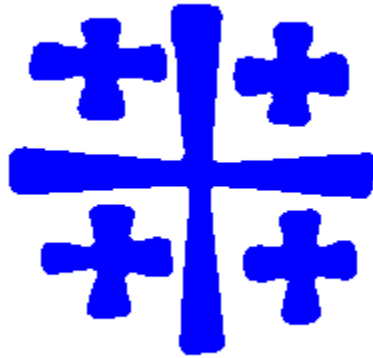
Outcome:

A set of 3 to 5 year Goals, 2011 Objectives with Next Steps identified.

Agenda:

- | | |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| 9:00 am | (15) Gathering/ Continental Breakfast |
| 9:15 am | (5) Introduction & Review agenda |
| 9:20 am | (20) Review documentation (Vision Document, survey results, church performance) |
| 9:40 am | (40) Identify “What’s Working” and “Not Working” |
| 10:20 am | (10) Review Organizational structure |
| 10:30 am | (10) Break |
| 10:40 am | (30) Goal Setting (Brainstorm, Consolidate) |
| 11:10 am | (90) Working in Small Groups: Specify Goals, 2011 Objectives and expected Results – post results. |
| 12:40 pm | (10) Action Planning and Project Management (Tasks, Champions, Timeline, Confirm relationship to Vision Areas) – post results, fill in blanks |
| 12:50 pm | (10) Next Steps - establish follow up processes |
| 1:00 pm | Adjourn |





St. Swithen's Episcopal Church
Smithberg, TX

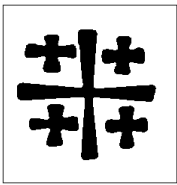
**Vision and DRAFT Strategic Plan
2011 - 2016**

September 18, 2010
v.1.0

Reb Scarborough
Scarborough Consulting Services



Scarborough
Consulting Services
Organizational and Organizational Development



St. Swithen's Episcopal Church Smithberg, TX
Vision Document
July 2010

Mission Statement

As a welcoming Body of Christ, we seek to empower everyone to learn, live, and teach God's Eternal Promise.

Core Values

St. Swithen's Episcopal Church, empowered by the Holy Spirit and the love of Jesus, seeks to embrace all ages in our journey of faith through these values:

Christian Fellowship and Family: We are a nurturing and prayerful Christian Community that provides a small town atmosphere for all members of our family.

Worship: We enjoy spirit filled worship that celebrates the continuity of our catholic and apostolic traditions through the liturgy, common prayer, communion, and music.

Christian Education: We seek to nurture spiritual formation to excite in all a passionate faith in Jesus Christ with a Biblically-based Christian Education.

Outreach: We grow together in experience by continuing Christ's ministry in meeting the community needs and making Christ known.

Vision Statements

Powerful Youth: St. Swithen's youth ministry is powerful, vital, growing, and exciting, where our youth and young adults, with their families, are shepherded into opportunities to develop into disciples of Jesus. We enjoy Christian community, and worship in services that are youth and young adult friendly.

Christian Formation: Christian Education and Shepherd Groups provide coordinated program offerings to enrich spiritual growth. We teach God's Living Word to all ages, and encourage small group bible studies.

Community Outreach: Every member of St. Swithen's is actively supporting a variety of 'hands-on' ministries and other outreach opportunities. We treasure our strong and special relationship with St. Swithen's Episcopal School as part of our mission.

Welcoming and Fellowship: We welcome all visitors who grace our doors, and mentor new members into the Life at St. Swithen's. We create opportunities for fellowship, retreats, and prayer which strengthen our relationships, offer encouragement, and maintain a sense of connection with each other.

Leadership Formation and Communication: We nurture and develop servant leaders and faithful stewards in an ongoing process that is shaping, growing, and serving the church's mission and ministries. As part of this process, we promote effective communication among our staff, leaders, parishioners, visitors, and our community using various communication channels.

July 2010 v.1.0 Final approved by Vestry

St. Swithen's Episcopal Church, Smithberg, TX
Goals and Objectives
September 2010

Powerful Youth (PY) 2011 Goals & Objectives

Goals	2011 Objectives	Expected Results	Assigned	Comments
<u>Powerful Youth</u> PY 1- Improved Youth Program An all-inclusive and vibrant youth program, Pre K through 12 th grade that excites them to want to participate and invite friends	PY 1.1: Create an accessible database of ALL children (Pre K through 12)	<input type="checkbox"/> All children and Youth will be included <input type="checkbox"/> Youth will have a welcoming and safe environment with ample volunteers <input type="checkbox"/> More youth will become involved	St. Swithen's Life Ministry	•
	PY 1.2: Encourage ALL adults to play a part in Youth programs – or single youth's life.			
	PY 1.3: Include ALL youth by giving each child an opportunity to know Christ through other St. Swithen's children.			
	PY 1.3: Encourage older youth to mentor younger members to participate.			

St. Swithen's Episcopal Church, Smithberg, TX
Goals and Objectives
September 2010

Christian Formation (CF) 2011 Goals & Objectives

Goals	2011 Objectives	Expected Results	Assigned	Comments
<u>Christian Formation</u> CF1- Grow Small Groups Increase Shepherd and Small Group participation.	CF 1.1: Coordinator for Groups with training.	<input type="checkbox"/> Growth in participation within Small Groups <input type="checkbox"/> More Small Groups	Formation and Spirituality Ministry	•
	CF 1.2: Maintain and publicize locations, times and focus.			
	CF 1.3: New leader training			
<u>Christian Formation</u> CF 2 - Spiritual Renewal To make stronger and more active Christians through spiritual renewal.	CF 2.1: Hold Alpha Class	<input type="checkbox"/> Stronger and bigger church <input type="checkbox"/> Members are more connected to Christ and each other	Formation and Spirituality Ministry	•
	CF 2.1.2 Hold Discovery Weekend			
	CF 2.3: Develop the Cursillo community. Better communication: Before (info) During (Pallanca) After (4 th Day)			
	CF 2.4: Develop Young Adult and College Ministry. College reunions (Xmas and summer)			
	CF 2.5: Guest Speakers (or series)			
	CF 2.6: Develop ECW and ECM groups through fellowship, education, outreach and worship			
<u>Christian Formation</u> CF 3: Enhance Christian Formation Enhance Christian formation to increase participation among all members and ages	CF 3.1: Improve offerings for adult Sunday school to include a variety of themes and series	<input type="checkbox"/> Members develop a deeper relationship with and knowledge of God <input type="checkbox"/> Greater Sunday school participation among adults <input type="checkbox"/> Greater Sunday school participation among youth	Formation and Spirituality Ministry	• Coordinate with Worship Ministry
	CF 3.2: Formal training for all education leaders and teachers			
	CF 3.3: Develop vibrant enthusiastic education ministry that is relevant with a Biblical foundation			
	CF 3.4: Address the Sunday schedule to encourage attendance			

St. Swithen's Episcopal Church, Smithberg, TX
Goals and Objectives
September 2010

Community Outreach (CO) 2011 Goals & Objectives

<u>Community Outreach</u> CO 1 - Strengthen Community Outreach Leadership Strengthen and grow adult leadership in all community outreach programs and ministries.	CO 1.1: Utilize complete database to inform all adults about needs and successes of all outreach ministries.	<input type="checkbox"/> More participation by adults in outreach programs <input type="checkbox"/> Christ is shared in the community	Outreach Ministry	•
	CO 1.2: Target specific groups with commonality to encourage participation			
	CO 1.3: Encourage new leaders to step up by involving new members in all programs			
<u>Community Outreach</u> CO 2 - CGGCG is community centerpiece Make the CGGCG (St. Swithen's Garden) a centerpiece in the community	OC 2.1: Work with the CGGCG Board to implement a viable long term maintenance program for the garden	<input type="checkbox"/> Helps educate and feed the poor in the community <input type="checkbox"/> High quality, productive garden <input type="checkbox"/> Builds spirit and relationships within the community	Outreach Ministry	•
	OC 2.2: Foster more participation among local residents and churches			
	OC 3.1: Provide creative funding opportunities			
	OC 3.4: Market success and results to greater community			

St. Swithen's Episcopal Church, Smithberg, TX
Goals and Objectives
September 2010

Welcoming and Fellowship (WF) 2011 Goals & Objectives

Goals	2011 Objectives	Expected Results	Assigned	Comments
<u>Welcoming and Fellowship</u> WF 1 – More Fellowship Opportunities Provide more fellowship opportunities	WF 1.1: Form a committee to oversee social events.	<input type="checkbox"/> Increased organization <input type="checkbox"/> Providing opportunities for bonding old and new members <input type="checkbox"/> Increased active membership	St. Swithen's Life Ministry	•
	WF 1.2: Start a Supper Club at least once a quarter			
	WF 1.3: Start a Family Retreat			
	WF 1.4: Family Social Events, i.e., movie night, game night, picnic (mostly on campus)			
<u>Welcoming and Fellowship</u> WF 2 – Grow St. Swithen's Increase membership	WF 2.1 Develop a newcomers integration team that encourages all to connect with our ministries	<input type="checkbox"/> Membership is increased <input type="checkbox"/> More ministry participation <input type="checkbox"/> Healthier church finances	St. Swithen's Life Ministry	• Contact Mary Palmer (via Mary McGregor of the Diocesan Office) for program ideas for new member integration
	WF 2.2 More marketing of church ministries to communities.			
	WF 2.3: Rebuild opportunities to build fellowship and strengthen relationships			
	WF 2.4: Strength and enhance greeting and welcoming practices			

St. Swithen's Episcopal Church, Smithberg, TX
Goals and Objectives
September 2010

Leadership Formation and Communication (LFC) 2011 Goals & Objectives

Goals	2011 Objectives	Expected Results	Assigned	Comments
<u>Leadership Formation and Communication</u> LFC 1 - Develop Servant Leaders Develop servant leaders	LFC 1.1: Hold a Crosspointes Charter Weekend and Modules classes at St. Swithen's. Consider hosting other churches.	<input type="checkbox"/> Continuity of programs <input type="checkbox"/> Increased competence of leaders <input type="checkbox"/> Helps us shape and grow new and old ministries <input type="checkbox"/> Identify potential future leaders	Formation and Spirituality Ministry	<ul style="list-style-type: none"> Coordinate Crosspointes with Mary McGregor at the Diocesan Office
	LFC 1.2: Use Sunday School time for any type of Leadership training			
	LFC 1.3: hold a Spiritual Gifts Sunday school class or series			
	LFC 1.4: Develop "How to Books" to transfer leadership knowledge to next leader (Trail of bread crumbs)			
<u>Leadership Formation and Communication</u> LFC 2 - Effective Communication Promote effective communication both within and outside St. Swithen's using various means of communication	LFC 2.1: Improve or increase channels of communication – twitter/ text/ website/ ... every member connected	<input type="checkbox"/> Every member connected. Through Telephone tree and Shepherd Groups <input type="checkbox"/> Ministry reports on website includes updating and maintaining web presence <input type="checkbox"/> Communicating to the community in a timely manner of local outreach activities <input type="checkbox"/> Budget increase for communication (survey: what brought you to St. Swithen's?) <input type="checkbox"/> Town Hall meeting to understand have input into Phase II objectives. Audio and Visual equipment upgrade, ministry board, narthex <input type="checkbox"/> Parishioner participation in community groups. New community relationship	St. Swithen's Life Ministry	<ul style="list-style-type: none">
	LFC 2.2: Increase content, i.e., website, newsletter, Face Book, Tw, News Print			
	LFC 2.3: Budget for communication and advertising			
	LFC 2.4: Participation in Phase II of accessibility plan			
	LFC 2.4: Networking with community groups, i.e., Chamber, Gardens			

St. Swithen's Episcopal Church, Smithberg, TX
Goals and Objectives
September 2010

Building and Grounds (BG) 2011 Goals & Objectives

Goals	2011 Objectives	Expected Results	Assigned	Comments
<u>Supports all Ministry Areas</u> BG 1 - Improve campus safety and access Improve the safety, accessibility and usability of the Church and School campus	BG1.1: Increase campus lighting for safety consideration and visitors utilizing the campus	<input type="checkbox"/> Decreased liability <input type="checkbox"/> Increase utilization of the CEC and CES campus <input type="checkbox"/> Welcoming, safe, and accessible front door for all <input type="checkbox"/> Balcony renovation <input type="checkbox"/> Audio/ visual improved <input type="checkbox"/> Increased utilization of the campus	Canonical ministries - Building and Grounds	•
	BG 1.2: ADA compliant Thompson Road Door			
	BG 1.3: Phase II for building renovation			
	BG 1.4: Partnership with local government in improving drainage and sidewalks around the campus			

Summary:

Goal Map to Ministry Responsibilities

Canonical: BG 1

Office of the Rector: none assigned

Worship: CF 3 (shared)

Community Outreach: CO 1, CO 2

Formation and Spirituality: CF 1, CF 2, CF3 (shared), LFC 1

St. Swithen's Life: PY 1, LCF 2, WF 1, WF 2

St. Swithen's Episcopal Church, Smithberg, TX
Strengths and Opportunities
September 2010

Strengths (What's Working) Build on these

Community Outreach - 22

Garden (3)
Community Gardens (2)
Thanksgiving Feast (3)
Thanksgiving (2)
Community Outreach Projects
Community Outreach
Outreach (but room to improve)
Heart of outreach
Thanksgiving and other outreach
Adopt a Christmas
Christmas Adopt-A –Family
Christmas gift for...
Ministry of the Garden
Blood drives
Pancakes
VBS as an outreach

Worship and Music – 20

Beautiful worship tradition
Worship
Excellent worship
Strong worship team
Lively worship
Spirit filled/ spirit led worship
Meaningful worship
Good contemporary music
Good music
POGS – great music
Liturgy and Music
Music (4)
Music ministry
Great music
Music team
Youth-type Music
Great organist (doesn't make a "concert" out of a church service!)

Staff and Volunteers – 19

Invested volunteers
Opportunities to serve
Lay Ministry
Giving generously – time and talent; working on treasure
Passion
Energy
Enthusiastic Youth leaders
Desire to Serve

St. Swithen's Episcopal Church, Smithberg, TX
Strengths and Opportunities
September 2010

Dedicated core group of volunteers
High energy volunteers
Opportunities to volunteer
Dedicated core
Dedication
Committed leaders
Lack of big egos
Parish Administrator
Quality Staff
Excellent church staff
Have meetings

Youth Ministry – 11

Improving youth ministry
Encouraging our youth
Our developing youth programs
Growing youth program
Youth ministry
Youth
Youth empowerment
Active youth group
Excited youth
EYC for PreK – 5th
Jeanine Hillis PK – 5th

Spiritual Formation – 10

VBS (4)
Bible school (2)
Vacation Bible School
EFM
Cursillo
Longing for biblical foundation

Sense of Family – 9

Family (2)
Community (2)
Family friendships
Family friendly
Like family
Family Bonds
Embrace members as family

St. Swithen's Episcopal Church, Smithberg, TX
Strengths and Opportunities
September 2010

Welcoming – 9

Welcoming (2)
Greeting Newcomers
Friendly members
Welcome visitors
Friendly
Inviting, warm, welcoming (New Members)
Down to earth, friendliness, inclusiveness
Accepting whatever level of Bible/ Christian commitment you have or want

Good qualities of our members – 8

Who we are
Generous
Love
Genuine concern for the wellbeing of others
Caring
Genuine
Honesty
Devotion

Fellowship - 8

Fellowship (3)
Breakfast (2)
Always a lot of "Food" fellowship
Opportunities for fellowship
Fellowship: Women's and Men's retreat

Care and Prayer – 7

Prayer – DOTK, JR. DOTK
DOK
Pastoral Care to the sick
Strong Prayer Ministry
Prayer for Parishioners
Pastoral Support Ordained and Lay
Compassionate care and prayer for each other

Miscellaneous - 5

Any short project (Thanksgiving, Men's Retreat, Women's Retreat, Discovery)
Imagine
Ownership of the church
Desire to grow
Ripe for the harvest

Shepard Groups – 5

Shepherd Groups (3)
Shepard Group Bible Study
Small Groups

St. Swithen's Episcopal Church, Smithberg, TX
Strengths and Opportunities
September 2010

Facility – 3

Great facility

Good location, easy access and useful buildings

Attractive facilities

Interim Rector – 2

Fr. Scotty

Good message (sermon)

St. Swithen's Episcopal Church, Smithberg, TX
Strengths and Opportunities
September 2010

Opportunities (What's Not Working) Work on these

Communication – 18

Communication (2)

Awareness of St. Swithen's events (everybody knowing what's going on)

Making St. Swithen's Known (esp with new, e.g., Del Webb Community)

Internal Communication

Communication about St. Swithen's

Outside exposure making us know in the community

More colorful website – Garden, DOK, etc.

Early advertising of events

More advertising of our church

Sharing the works of St. Swithen's – within/ outside the campus

Lack of Communication

No publicity of significance

Advertising

Community identity (they don't know us, not in the way we want)

Advertising to region

Publicity

Website still not kept up – vital to growth

New Members – 12

Active Greeters

Sometimes ignoring newcomers

Open Doors to community

Gaining new members (growth)

Integrating visitors (it is getting better)

Prospects and new members hospitality/ welcoming

Welcoming new folks (on Sunday)

Integrating new people (beyond Sunday)

New members

Follow up with new members

Bring in new people

More active Greeters

Volunteers – 11

Too many ministries – spread too thin

Not enough core volunteers

Increasing volunteer base

Volunteer base diminished capabilities (core volunteers)

Depth of volunteerism (getting people involved who are not involved)

Integrating all members into programs Outreach and Ministries

Breakfast for a Buck Teaming

More commitment to Community Gardens

Volunteers for Gardens

Clearer direction on Gardens, more unified support

Ownership of Gardens

St. Swithen's Episcopal Church, Smithberg, TX
Strengths and Opportunities
September 2010

Fellowship – 10

Supper Club – coming up soon
Bring back the Parish Retreat
More fellowship on week days for women – ECW, luncheons, day trips, great speakers
Hospitality in all areas
Inclusion of all members in events/ ministries eligible for
Social, family camp, supper club
Intergenerational activities (social)
More celebrations
More social functions, i.e., Supper Club
More social ops./ events

Christian Education – 9

Christian Education (2)
Sunday school attendance
Sunday school: Services at wrong time
Keep improving Sunday school (2)
Sunday school attendance
Adult Sunday school
Improve Sunday school (Christian Ed)

Facilities –8

Helping in up-keep of our lawn/ gardens around the church
Organized commitments to “clean up” around the Church/ kitchen. Again an ECW is organized to handle this.
Exterior appearance of church
Renovate refurbish Parish Hall
Improve youth facilities
Renovate youth bldg.
Front door needs to be accessible for weekday entrance
Front door – wheelchair accessible and easier for people who have difficulty walking

Youth – 8

Youth (2)
Including ALL youth
Youth integration
Keep improving: Youth programs
EYC
Support Youth
All youth incorporation

Finances – 7

Stewardship (2)
Increase financial giving
Improve financial position
Money problems

St. Swithen's Episcopal Church, Smithberg, TX
Strengths and Opportunities
September 2010

Revenue

Working towards tithe

Maintaining Members – 7

Identifying all members

IDing members' birthdays

Maintaining congregational numbers

Lost sheep

Retention

"Lost Sheep" ministry

Including "lost sheep" in our notices

Church/ School relationships – 6

Church/ School relationships

Church/ School combined activities

Relations with School staff

Relations with School families

Work with, coordinate with School

More focus on Church/ School relations

Coffee – 6

Coffee (3)

Coffee machine – yuk, new flavor packs?

Bad coffee

Breakfast needs to be consistent

Mission/ Outreach – 5

Family involvement

Plan and execute an adult mission trip

Outreach!!!!!!

Grow outreach opportunities

Hands on participation in Mission work

Small Groups – 5

Promote Cursillo/ EFM, etc. better

Expand and grow Shepherd/ Small Groups

A burning desire to learn the word of God

Strong Shepherd (leader) who is excited about St. Swithen's

More people in small groups

Worship – 5

Reverence in the Service (2)

Too much fellowship during worship – a reverence for worship

Develop an Evening service

Stronger traditional service (full time organist)

St. Swithen's Episcopal Church, Smithberg, TX
Strengths and Opportunities
September 2010

Follow up – 4

Identifying organizational areas of responsibilities
Follow up on long term projects
Starting something and not following thru or completing
Maintaining long term plans and goals

Diocese Relationships - 3

Diocese Relationships
Relationship with the Diocese
Lack of diocesan support in time of need

Leadership Development – 3

Leadership training (2)
Leadership ministries and Training

Diversity – 2

Diversity
Cliquish

Miscellaneous – 1

Faith and Politics do not mix



Communication Planning Worksheet

Audiences <i>Who needs to hear the message</i>	Messages <i>What are the messages</i>	Media <i>How will the message be communicated</i>	Assignments <i>Who is responsible for message creation and sending</i>	Deadlines <i>When does the message need to be sent</i>



Communication Planning Procedure

For use with the "Communication Planning Worksheet"

1. Identify and make a list of potential audiences, those who need to hear your messages. Record in the **Audiences** column. Label each a unique letter starting with "A".

Example: A. The public, B. Leadership team, C. Members of the organization.

2. Make a list of the various messages that you want to communicate. Record in the **Messages** column. Label each with a unique number starting with "1".

Example: 1. Upcoming activities, 2. Status on various projects, 3. Opportunities to get involved.

3. Map the message with the audience.

Example: A (1), B (1,2,3), C (1,3).

4. Make a list of all the potential media that is available to you. Record in the **Media** column. Label each a unique letter starting with "a".

Example: a. Local newspaper, b. Website, c. Newsletter

5. Map the message with the audience.

Example: A (a,b), B (b,c), C (a,b,c).

6. For each media, assign a coordinator and identify who the message (content) creators are. Record each in the **Assignments** column.

Example: Coordinators: a. Local newspaper (Jane), b. Website (Bill), c. Newsletter (Mary)
Content creators: upcoming events (ministry leaders), Status of various projects (project leaders), opportunities to get involved (ministry leaders)

7. For each media type, record the deadline dates in the **Deadlines** column.

Example: a. Local newspaper (Tuesday noon), b. Website (second Thursday), c. Newsletter (third Wednesday)

8. Once the brainstorming and mapping has been completed, record the Messages and Media by **Audience** and Assignments and Deadlines by **Media** on a new copy of the worksheet.

Relationships are the Key: The Model

The Bishop of Texas, Andy Doyle, asked me the other day what is the one thing I've learned working with the Diocese over the past several years. My answer, not quite as succinct as this was "It's all about relationships, with God and each other." If I were running for President it might be similar to the phrase "It's the economy ...!" Well I think you get the point.

We are called into relationship with God by God. Matthew 22:37-40, "When Jesus was asked, which of the commandments are the greatest, he answered: 'Love the Lord your God with all your heart and with all your soul and with all your mind.' This is the first and greatest commandment. And the second is like it: 'Love your neighbor as yourself.' All the Law and the Prophets hang on these two commandments."

If we start there, then all that we do falls into place.

My gifts and interests growing up centered on Engineering. Learning about how things worked and applying that knowledge to create a better, more comfortable world. I was a bit geeky, liked playing with gadgets and wanted to have the latest technology, video games, whatever when it became available. I was comfortable in social situations but didn't like being the center of attention, and made close, very select friends. Relationships were important, but for me limited and guarded. I needed alone time to recharge... I was an Introvert and proud of it.

To do what I'm doing now has to be from God, because by nature I would not have chosen this type of work. I can relate to how Moses must have felt when he had his first conversation with God standing next to that burning bush. "Who am I, that I should go ..." and "O Lord, please send someone else to do it." Well, I did accept God's call in 1995, and said yes to work for His church. Not as an ordained minister but as a Lay Leader, as example to the Laity and Clergy alike. That's when the "Relationship Thing" became clear to me. It wasn't until I left BP in 2002 that I realized that God had been preparing me to do His work my whole life. I just needed to wake up and acknowledge His actions in my life. Moving from place to place as an Army brat, my formal education, skills acquired working as a mechanical, ocean, and petroleum engineer, learning relationships, team building and strategic planning skills as a supervisor and manager, the work in the church as Vestry Member, involved in EVERY church ministry as a member and leader. I don't say this list to brag, but to point out that if God wants you to do something, He will prepare you for the job whether you thought you wanted it or not. I found myself in a "God Space"; a place where you can do only what God equips you to do.

As an engineering project manager, I need tools to keep up with the work; the more complex the project, the more necessary the tools. Tools included Gantt Charts, Process descriptions, Budget lists, Role definitions, Task assignments, Vision Document, Goals and Objectives transparently aligned to the Vision, Project Management procedures, etc. The geek in me loves the tools and especially the processes that are associated with the work. In business you can make a whole career around developing and maintaining the tool kit. Some may get the idea that the product or outcome wasn't as important as the tools, mostly because that's what talked about all the time.

In a recent Vision and Strategic Planning project review with the Diocese of Texas, the director of communication asked how we could make the Project Plan, and resulting deliverables more relevant to the person in the pew.

Hummmm....

Relationships are the Key: The Model

I said, let me give you an example how you can use the tools to relate to the person in the pew. Let's use the Vision of "One Church" that the Diocese of Texas has as on their Vision Document.

By the way, a Vision Document is a tool and is one page long that contains a Mission Statement: The mission statement is a short phrase answers the questions, "What is our purpose?" and "Why we exist?" Core Values statements: Core Values say "This is what we stand for, this is what we are all about, this is who we are, this is what we strive to offer as an agency, this is why we do what we do." A good core value statement should articulate clearly what the agency most highly values, as evidenced by its actions. And finally, a set of Vision statements: These vision statements are strategic and perceived to be achievable in the next 3 to 5 years. The Vision of One Church in the Diocese is "We are a united, vibrant, healthy and growing community of faith. The world will recognize us as Jesus' disciples because we love one another as Christ loves us."

Imagine it is Sunday morning and you see visitor, who by the way, looks different than you is standing at the edge of a group of folks talking. How are you going to love him this morning? Let's start simple, tell him good morning and introduce yourself. Ask a few questions, giving him opportunity to introduce himself and ask a few questions. Then introduce him to a friend standing nearby. Seek him out next week should he return. If he returns, he has indicated an interest and wants to know more and share more. Invite him to an event at church other than Sunday. Continue to introduce him to your friends. But the most important thing is to LISTEN to him; what does he care about, is he hurting, and what areas of ministry would he have a passion for? Make a connection for him.

This is the beginning of building a lasting relationship. You are modeling what Jesus is commanding us to do. We are, by these very simple actions, loving this person, giving up a bit of ourselves in the process. Isn't that what Jesus did?

If this were so simple why aren't we ALL doing this EVERY Sunday? The One Church Vision Statement didn't say for me to welcome the visitor. That's where the tools come in. As humans, we need help to change our bad habits. The tools help us to change. We need to break the Vision statement down into smaller bits, call them Goals. Even Goals need to be broken into small parts, call them Objectives, and Objectives into Tasks. A Task in this case could be to develop and implement a simple model for loving and integrating a new member into the life of the parish. Now I have a clear list of things I can do. But that's not the end of the story...

There was a time when I thought if only I had a clear list of things to do, the problem would be solved. It didn't matter what the problem was. It could be anything from an assignment at work, chores around the house, projects at the church, even going on vacation. I would sit down, think about what I ultimately wanted to get done, make a list of steps that would get me there. Then I would just work the list. It seemed simple enough. And it was, if I was working by myself. However, working with others made the problem significantly more complex.

In the last couple of years, as I facilitate and teach strategic planning processes to Church leaders, Nonprofit Boards, and Small Business owners, I've introduced an additional component into the mix. I

call it the “Relationship Model”. Without understanding the principles of this important concept your plans will fail. As the name suggests, this model describes the linkage between what we do and how we work together.

Remember Matthew 22? When Jesus was asked, which of the commandments are the greatest, he answered: “‘Love the Lord your God with all your heart and with all your soul and with all your mind.’ This is the first and greatest commandment. And the second is like it: ‘Love your neighbor as yourself.’ All the Law and the Prophets hang on these two commandments.”

Establishing a common purpose is essential. Within the Relationship Model, we have a complex common purpose: Loving God, loving each other and the mission of the project. Note the order is critical. Project teams that are confused about this concept will leave behind a trail of tears. The Church environment is especially vulnerable. We expect our church projects to be places where we love God and each other. But more often than not we fall back on our world experiences and do not prioritize the relationships. Helpful to team formation is a time of prayer, bible study, and sharing at every team meeting. This can be effectively done in as little as 20 to 30 minutes. Team formation is critical to the Relationship Model.

My 40 plus years experience working with plans and planning processes have taught me one thing: plans change. The moment the plan is put into action it is out dated. It needs to be updated to be kept alive. There are too many contingencies and unknowns preventing the development of a bullet proof plan. As a result the project team needs to be able to adapt to the situations that arise that the plan didn’t cover. Changes can range from trivial to significant and even scope changing. If the project team has not gone through intentional formation, learning to work together, developing loving relationships, even trivial changes (surprises) can create lasting wounds. The project may eventually be completed, but relationships may be significantly damaged. I heard once, “a broken bone takes a month or so to heal, a broken heart a life time.” For the Machiavellian is us, the end does not justify the means. The skills with which we deal with change are critical to the Relationship Model.

Just as prayer and bible study call us into a more faithful relationship with God, they also call us into the practice of healthier relationships with one another. We learn to engage in "holy conversation" by building trust, respect, and an ability to truly listen to one another. It is through this conversation we move from pushing our own agenda to being open to God’s call in our life. Ultimately, I believe, we will not be judged by what we accomplished so much, but how we treated each other in building the Kingdom of God together.

Reb Scarborough

October 2010

Relationships are the Key: The Model

NOTES: