


Saint Andrew's Episcopal Church

Vision and Strategic Plan 2007-2012



Almighty and Merciful God, grant
that my thoughts may not be bound by
what my eyes can see. Give me grace
of vision to perceive spiritual things.

Make me able to look through the
outward forms to the spirit within.
Give me largeness of vision, that I
may not be absorbed in the petty
details of this life, but may see your
ideal and strive to reach it.

Perfection dwells in your kingdom.
Give me the vision to see it, and I
shall struggle towards it.

Let me not lose your gift of vision,
nor mar its beauty, by doubts of its
final attainment.

In the name of Jesus. *Amen.*



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Your Saint Andrew's Strategic Planning Committee

Steve Kottmeier, Chair

Marian Abbott

Barbara Metzler

Roger Barney

Stephanie Palmer

Matt Cameron

Julie Stermer

Mary Ann Gee

Phil Taylor

We are grateful for the assistance of The Rev. Ernest Cockrell, Dan Beam,
Karen Stratvert, Juli Betwee, and the late Michael Doyle.



“When you discover your mission, you will feel its demand. It will fill you with enthusiasm and a burning desire to get to work on it.”

– W. Clement Stone



What is a strategic plan and why do we need one?

Strategic plans, regularly used in the business world, now guide most non-profits, including churches. Strategic plans help organizations evaluate themselves and decide where they want to go in the future. With church attendance down nationwide, churches need to do a better job of reaching out, telling their story and marketing themselves to current and potential parishioners. In order to do that, churches need to understand who they are and clearly articulate that message to parishioners, present and future. By utilizing an inclusive strategic planning process, a church ensures that its community comes to a consensus about its identity and sets goals to help it become an even better, more attractive place for its current and future members.

Having just celebrated our 50th anniversary, the leadership of Saint Andrew's Church felt that the timing was right for a comprehensive strategic plan. The goal was to develop a plan through an inclusive process that gave parishioners a voice. Participation in the process means that everyone involved has a say in the church's future and also a stake in it. Those who participate in the process should feel wedded to the goals in the areas that inspire them, and be willing to see them through.

The Saint Andrew's Church Strategic Plan: 2007-2012 is a living document. It will not sit on a shelf gathering dust, but will become the backbone of everything the vestry, clergy, staff and parishioners do on a daily basis. Goals set for vestry, clergy and staff will be aligned with the goals outlined in the plan. Ideas brought forth from the parish will be considered in the context of strategic plan goals before being funded and pursued. The

“Commit to the Lord whatever you do, and your plans will succeed.”
– Proverbs 16:3



strategic plan will be the guiding light for the leadership and parishioners of this church until the next strategic plan is developed. In everything we do, we will use this document as a reference tool and an inspiration, moving us toward the goals that we strive to achieve. Without a strategic plan, boundaries are blurry and confusion abounds about priorities. With a strategic plan, boundaries, goals and priorities are clear and we all work toward the same objectives.

How will the strategic plan work?

The plan sets a clear direction for Saint Andrew's Church and provides goals and guidance for the next five years. It does not, however, give specific details about how each goal will be achieved. That specific work—how to achieve these goals—will be done by many vestry-driven implementation teams made up of parishioners, clergy, and vestry members. Parishioners—this is your chance to make a difference! All of our parish members have talents, hidden or not, that can be put to good use. Implementation teams will interpret the goals and figure out how best to realize them. This is an exciting time to get involved and make your mark at Saint Andrew's.

The plan consists of six major goals, briefly summarized in the following pages. They are not in any particular order, as they all need to be achieved. Keep in mind that these goals are meant to move us forward in areas where we thought we needed improvement. All of our great strengths—and there are many—are not highlighted here. The plan assumes that the things we hold dear—the fabulous services, music, and celebrations that have made us who we are—will remain and continue to flourish. The plan simply takes all that we love about Saint Andrew's and, with everyone's help and determination, stretches us in new and exciting directions. This strategic plan lives with all of us and we all will reap its rewards by playing a part in seeing it to fruition.



Our Mission and Vision

As part of the strategic planning process, new mission and vision statements also emerged. The following statements are the keystone of Saint Andrew's Church and will resonate throughout this community in everything we do.

OUR MISSION

Who we are to our very core

As a community in Christ, Saint Andrew's Episcopal Church offers a spiritual home for those seeking to celebrate God's love, participate in joyful fellowship and faithfully serve those in need, near and far.

OUR VISION

Who we strive to be, in everything we do

At Saint Andrew's Episcopal Church, we seek to create a welcoming, engaging and spiritual place of worship and fellowship for all ages that serves as a vibrant centerpiece for the community.

"I know the plans I have for you,
declares the Lord, plans to prosper
you and not to harm you, plans to
give you hope and a future."

– **Jeremiah 29:11**



Culture

Create a vibrant and engaging church community for all ages.

We want our church to be a place for social life as well as spiritual life—a fun and comfortable place for parish members and friends to come. A place where people feel instantly welcomed, whether it is their first visit or their hundredth. We will offer programs for many ages and stages and interests, so that people will find many ways to contribute and become involved.

- Create an array of programs for all ages and stages of parishioners' lives and develop teams to run these programs.
- Create effective strategies to make people feel welcomed and needed on an ongoing basis.

“Where there is no vision the people perish.”

– Proverbs 29:18



Leadership

*Establish a structured and shared leadership model
within the Episcopal tradition.*

Our church will work best with a shared leadership model, a clear organizational chart, and specified roles for clergy, staff, vestry, and laity, with defined goals for every position. These organizational models and goals will be documented to make personnel transitions smooth. With defined roles and boundaries, decision-making becomes easier and more streamlined, and the church can move forward more quickly.

- Develop and document a process for the calling of a new rector and successfully complete the new rector call.
- Develop a new, clear, shared leadership model.
- Define boundaries and decision-making authority within the church and in relationship to the school.
- Perpetually generate and train new lay and vestry leadership within the parish.

“Vision without action
is a daydream. Action without
vision is a nightmare.”
– **Japanese Proverb**



Community

Become a centerpiece of activity for the local community.

We want Saint Andrew's to be a place where people want to come because God's love shines through in friendship, fellowship and outreach. Whether through church services or events, school community, neighborhood involvement, or outreach, we want to be regarded as a leader in the community. A place where people give back for the pure joy of giving. A place where exciting things happen. We want to be "a place to be" in the South Bay!

- Create strategies to become more visible in our local community.
- Become known as the best church in the South Bay for weddings and a preferred location for other events and functions.
- Define and promote our outreach programs and develop new programs that take advantage of our new facilities.
- Investigate ways to build cross-cultural bridges and encourage more diversity in our parish.

"Vision looks inwards and becomes duty. Vision looks outwards and becomes aspiration. Vision looks upwards and becomes faith."

– **Stephen Samuel Wise**



Finances

*Ensure the financial security of the institution
in a transparent manner.*

We want Saint Andrew's Church to be a place where parishioners feel passionate about giving. Parishioners should feel that their donations and gifts are well-managed, profoundly needed, and graciously received. We will develop new strategies to help us achieve stable annual funding, making giving a year-round expectation. We will better communicate the importance of funding for ongoing capital improvements. We will provide the parish with timely financial information so that they remain informed of our financial situation.

- Develop and implement strategies to promote a more giving environment in the church community
- Develop and apply strategies to improve the annual giving/stewardship process
- Develop and implement strategies to improve capital giving and the capital giving process
- Develop a format and schedule for the timely communication of financial information to parishioners

“First say to yourself what you would
be; and then do what you have to do.”
– **Epictetus**



Church/School

*Promote a strong, synergistic relationship between
Saint Andrew's Church and School.*

The largest mission of Saint Andrew's Church is Saint Andrew's School. The church and school are distinct and overlapping communities; we need to take advantage of more opportunities to share our strengths with one another. With a more thorough understanding of the value of a Saint Andrew's School education, parishioners will likely become better promoters of the school. Likewise, we hope that some school families, exposed to the Episcopal traditions established at the school, might also come to appreciate the value of the church. Clearly defining roles and reporting structure between the two entities will also help to promote a constructive bond.

- Develop a joint committee to promote a stronger bond between church and school, starting with the leadership and staff and expanding to the greater community
- Clearly define roles, boundaries, and reporting structures between the management teams and staff of both entities
- Develop ways to improve the cross-communication and mutual appreciation of church and school

“Light tomorrow with today!”
– **Elizabeth Barrett Browning**



Physical plant

Continue to partner with the school in providing leadership for the ongoing church-school plan to upgrade, maintain and manage our shared physical plant.

The Saint Andrew's community campus has changed dramatically in the last two years, creating new places to showcase our church and school programs. We will intensify our work to raise funds, working with the school to complete the next critical phase of the project and ensure the care of our ongoing physical plant.

- Work with the school to strategize and follow through on the completion of Phase 4 of the “Building a Brighter Future” campaign
- Work with the school to maximize, define, and simplify the usage and scheduling of the shared physical plant
- Work with the school to develop ongoing property management, maintenance and acquisition plans for the shared physical plant

“Planning lies with men;
success lies with Heaven.”
– **Chinese proverb**

2012 ST. ANDREW'S VISION



Culture

- Strategies to make people welcome
- Outreach to community... e.g. coffee get people in community
- Diversity
- Place to do FUN things

- People personally invited in (e.g. Farmers Market)
- St. Andrew's: We'd love to see you at St. Andrew's
- Present at community events
- Make people comfortable what it's all about is...

Leadership & Governance

- Shared leadership model
- Common sense of direction
- Good connections
- Ways to meet needs
- Consistent w/ church purpose
- Defined roles (on paper)
- Metaphor skulking
- Direction which all know everyone a part
- Attunement
- Not totally dependant on rector making decisions

Generative leadership: What's happening in our world that we should be involved in?

What keeps you up at night?

Christian Life

- St. Andrew's is HOME - it meets my needs!
- Find business fellowship
- Help meet needs of others etc
- I can think for myself
- Modeling Christ
- Feel surrounded by LOVE
- People welcomed / feel engaged
- Support Groups (e.g. new parents)
- Giving people new opportunities to express themselves / lead - growth opportunities
- First class Sunday school program
- First class youth group
- Young adults
- Older adults

Network of Advantage

- School
- Emergency svcs
- Firefighters
- Musical
- Chamber of Commerce
- Other churches - Episcopal & Interfaith
- St. Andrew's Camp "The Go to Place"
- Parenting classes
- St. Andrew's programs moved out to all-entire community
- Strategic community partner
- Small group ministry
 - Covenant grps.
 - Social grps.
 - Family grps.

Groups reform yearly so meet new people every year

Structure in place to facilitate entry

Process to regenerate small grps.

Process to CONNECT people

IMAGE & Reputation

- A place to come & celebrate
- THE Place to Celebrate:
 - Christ
 - Community
 - Being alive...
 - Family events
 - Celebrations of all kinds
 - e.g. ice cream social
 - free concerts
 - h.s. jazz band performances
- One of our members is appearing in a play - let's all go!
- Church is focus of people's lives
- Known for being open/welcoming regardless of a person's religious background

COMMUNITY

- Reach out to other community organizations
- Health
 - emergency preparedness
 - Health clinics (e.g. flu shots, blood pressure measurement)
- Cultural Outreach
 - Cross-cultural bridges
- Solo Concerts "The Night Before Halloween"
- Advantage to being large - resources of a large place, Comfort of a small place
- Traditional but Open
- Balanced

Engagement

- Active recruitment of potential leadership
- People realize their presence matters.
- Regular base contacted re what they want to be involved in
 - Have a structure that responds to this input
- Self-identification: Wealth of skilled people engaged / involved I want to be involved in...
- Regular forum for assessing where people want to be involved

	2007	2008-2009	2010-2011	2012
OVERALL EXPECTATION	<ul style="list-style-type: none"> Celebrating & Honoring Our Past Welcoming; Reflective Embracing Future Possibilities 	<ul style="list-style-type: none"> Transition & Opportunity Initiation...Strategy, Roles, Leadership Model Testing & Proving 	<ul style="list-style-type: none"> Take off! Major Implementation Visible Impact Celebration! 	<ul style="list-style-type: none"> World Takes Notice ... National Model & Benchmark Preparation for the Next Era Celebration

STRATEGIC PLAN: Plan, test, react, adjust

	2007	2008-2009	2010-2011	2012
ACTIONS	<p>Strategic Plan</p> <ul style="list-style-type: none"> Primary goals presented to Vestry (June) Strategic Plan document presented to Vestry (September) Begin implementation team recruitment <p>Parish Profile</p> <ul style="list-style-type: none"> Parish Profile initiated 	<p>Strategic Plan</p> <ul style="list-style-type: none"> Implementation committee chairs in place (Q1) Complete implementation team recruitment (Q1) Implementation teams set goals (with Strategic Plan input) and timeline (Q2) Wind down full Strategic Planning Committee Retain Strategic Planning Review Team to review implementation team goals and timelines to ensure cohesive progress <p>Parish Profile</p> <ul style="list-style-type: none"> Parish Profile completed (Q2 2008) 	<p>Strategic Plan</p> <ul style="list-style-type: none"> Commission next-generation strategic planning team and agree to process 	<p>Strategic Plan</p> <ul style="list-style-type: none"> Next-generation strategic plan rolled out
RESULTS	<p>Strategic Plan</p> <ul style="list-style-type: none"> Strategic Plan approved (September) Plan distributed to Parish in October, posted on church website Begin recruiting implementation teams (Q4) 	<p>Strategic Plan</p> <ul style="list-style-type: none"> Implementation team goals and timelines in place by end of Q2, 2008 Iterate: "How should strategic plan be modified?" Implementation teams actively working to effect change (Q3 2007 – 2008) 	<p>Strategic Plan</p> <ul style="list-style-type: none"> Iterate: "How should strategic plan be modified?" 	

LEADERSHIP: Establish a structured and shared leadership model within the Episcopal tradition

	2007	2008-2009	2010-2011	2012
ACTIONS	<p>Leadership</p> <ul style="list-style-type: none"> Vestry agrees to serve as implementation team to develop shared leadership model (Q4) Vestry sets goals and timeline for Shared Leadership Model implementation Develop and document a process for the calling of a new rector 	<p>Leadership/Management</p> <ul style="list-style-type: none"> Develop shared leadership model (Q2) Significant movement to new leadership model beginning in Q3 Management structure in place for clergy, staff, vestry, and laity. Roles clearly defined within the church, especially with regard to decision-making Define boundaries and decision-making authority in relationship to the school Searching for, calling, and successfully installing new rector Initiate Vestry and other leadership training programs 	<p>Leadership</p> <ul style="list-style-type: none"> Lay & clergy staff significantly expanded to meet needs 	<p>Leadership</p> <ul style="list-style-type: none"> New, emerging leaders (vestry, clergy, laity, youth...) – next generation leadership
RESULTS	<p>Leadership</p> <ul style="list-style-type: none"> Shared leadership model goals and timeline in place (Q4) 	<p>Leadership</p> <ul style="list-style-type: none"> New shared leadership model adopted (Q2) Leadership model shared with parishioners; electronic and hard copies available New rector installed 		

OVERALL EXPECTATION	2007	2008-2009	2010-2011	2012
<ul style="list-style-type: none"> ▪ Celebrating & Honoring Our Past ▪ Welcoming; Reflective ▪ Embracing Future Possibilities 	<ul style="list-style-type: none"> ▪ Transition & Opportunity ▪ Initiation...Strategy, Roles, Leadership Model ▪ Testing & Proving 	<ul style="list-style-type: none"> ▪ Take off! Major Implementation ▪ Visible Impact ▪ Celebration! 	<ul style="list-style-type: none"> ▪ World Takes Notice ... National Model & Benchmark ▪ Preparation for the Next Era ▪ Celebration 	
CULTURE: Create a vibrant and engaging church community life for all ages				
ACTIONS	<p>2007</p> <p>Culture</p> <ul style="list-style-type: none"> ▪ Recruit parish life/parish culture implementation team ▪ Put energy/empowerment behind existing committees (e.g. newcomers), new committees (e.g. parish life committee) and implementation team to develop new programs/processes. ▪ Actively solicit people's participation (e.g., recruit people one-on-one in addition to broadcast invitations) 	<p>2008-2009</p> <p>Culture</p> <ul style="list-style-type: none"> ▪ Parish life/culture committee chair in place (Q1) ▪ Complete parish life implementation team recruitment (Q1) ▪ Parish life team sets goals and timeline ▪ Activate cultural programs – moving into strategies/actions – making progress ▪ Cultural uplift session(s): Invite people to forums to talk about vision & make it come alive. People ask, "What can I do?" 	<p>2010-2011</p> <p>Culture</p> <ul style="list-style-type: none"> ▪ Welcoming culture is second nature ▪ "Every parishioner an ambassador" – everyone feels responsible for making people feel welcomed and needed on an ongoing basis 	<p>2012</p>
<p>St. Andrew's 50th</p> <ul style="list-style-type: none"> ▪ June 24, 2007: Model of celebration, welcoming, engagement 	<p>Programs</p> <ul style="list-style-type: none"> ▪ Vestry agrees that a first-class Sunday School is a goal ▪ Recruit a Children & Youth Ministries Task Force (assess, benchmark, plan) ▪ Parish Life team examines already-completed "best practices" documents from other churches and organizations for ideas for church community/parish life 	<p>Programs</p> <ul style="list-style-type: none"> ▪ Children & Youth Ministries (CYM) Task Force chair in place (Q1) ▪ Complete CYM recruitment (Q1) ▪ CYM Task Force sets goals and timeline ▪ Implementing/testing: What programs are working for children & youth ministry? ▪ Parish Life Committee implements/tests new and revived programs/opportunities for all 	<p>Programs</p> <ul style="list-style-type: none"> ▪ An array of programs in place for all ages and stages of parishioners' lives ▪ Implementing/testing: What programs are working for children & youth ministry? What is working for community life? ▪ Rolling evaluation: What more can we do? What can we prune? 	<p>Programs</p> <ul style="list-style-type: none"> ▪ Youth groups full ▪ Programs vibrant and growing ▪ Established process for launching new groups and re-evaluating existing ones
<p>Technology (an enabler)</p>	<p>Technology</p> <ul style="list-style-type: none"> ▪ Podcasting ("sermons on demand") ▪ First-class weekly electronic newsletter 	<p>Technology</p> <ul style="list-style-type: none"> ▪ Has become a major core competency of the organization 	<p>Technology</p>	
RESULTS	<p>Culture</p> <ul style="list-style-type: none"> ▪ Church leaders (clergy/vestry) model welcoming behavior ▪ At least one clergy member outside welcoming arrivals 	<p>Culture</p> <ul style="list-style-type: none"> ▪ Annual parish evaluation: "How are we doing?" <p>Programs</p> <ul style="list-style-type: none"> ▪ Children & Youth Ministry Plan by Q2 2008 ▪ Measurement of Children & Youth Ministry: # kids, # activities, satisfaction level 	<p>Programs</p> <ul style="list-style-type: none"> ▪ Size of youth program doubled from '07 ▪ Available programs increased in number and participation 	<p>Programs</p> <ul style="list-style-type: none"> ▪ Size of youth program tripled from '07 ▪ Programs vibrant and growing, otherwise reited

OVERALL EXPECTATION	2007	2008-2009	2010-2011	2012
<p>COMMUNITY: Become a centerpiece of activity for the local community</p>	<ul style="list-style-type: none"> Celebrating & Honoring Our Past Welcoming: Reflective Embracing Future Possibilities 	<ul style="list-style-type: none"> Transition & Opportunity Initiation...Strategy, Roles, Leadership Model Testing & Proving 	<ul style="list-style-type: none"> Take off! Major Implementation Visible Impact Celebration! 	<ul style="list-style-type: none"> World Takes Notice ... National Model & Benchmark Preparation for the Next Era Celebration
	<p>2007</p> <p><u>Community</u></p> <ul style="list-style-type: none"> Recruit an implementation team to investigate local community activities & events (external, local community as opposed to internal parish community) Recruit a wedding team to explore ways to better promote weddings at Saint Andrew's 	<p>2008-2009</p> <p><u>Community</u></p> <ul style="list-style-type: none"> Community implementation team chair in place (Q1) Community implementation team in place (Q1) Community implementation team sets vision goals and timeline (Q2) Investigate ways to build cross-cultural bridges and encourage more diversity in our parish Saint Andrew's presence at at least one community festival in 2008. By 2009: Deeper level of community presence: present at Saratoga and community programs and festivals (e.g., 3 festivals/year) Identify and invite diverse cultural groups/ schools within our community to perform at Saint Andrew's events (e.g. Chinese dancers, Japanese drummers, Indian dance...) 	<p>2010-2011</p> <p><u>Community</u></p> <ul style="list-style-type: none"> Host a major community event (e.g., crab feed) Events to encourage community participation, e.g., blood pressure screening, flu shots, emergency preparedness, neighborhood watch Open house – Tie to new building opening – major ribbon-cutting event; invitation to community (e.g. community carnival) Recruit team to begin developing a "Network of Advantage" – people and groups who benefit from association with Saint Andrew's and from whom Saint Andrew's can benefit 	<p>2012</p> <p><u>Community & Marketing</u></p> <ul style="list-style-type: none"> Network of Advantage in full swing
<p><u>Marketing</u></p> <ul style="list-style-type: none"> Recruit a marketing committee for internal/external communication and to develop marketing plan Welcome signage (e.g. "The Episcopal Church Welcomes You"), bumper stickers, etc. rolled out before Christmas 	<p><u>Marketing</u></p> <ul style="list-style-type: none"> Marketing team chair in place (Q1) Marketing team in place (Q1) Create internal/external marketing plan (Q2) Create strategies to become more visible in our local community Start external marketing to the community Find "nuggets" to entice media coverage Define and promote our outreach programs and develop new programs that take advantage of our new facilities Activate marketing programs developed in Q2 – move from strategies to action Concerted effort to publicize SA for weddings 			
<p>RESULTS</p>	<p><u>Community</u></p> <ul style="list-style-type: none"> Recognized by wedding planners as an excellent choice for weddings in the South Bay Community groups look forward to performing at Saint Andrew's and invite their families and friends <p><u>Marketing</u></p> <ul style="list-style-type: none"> Internal/external marketing plan by Q2, with some visible results as early as Q1 	<p><u>Community</u></p> <ul style="list-style-type: none"> Recognized by wedding planners as "the best" church for large weddings in the South Bay Strong awareness of Saint Andrew's as citizen of the community 	<p><u>Community</u></p> <ul style="list-style-type: none"> Center point for the community The Bay Area takes notice of us 	

	2007	2008-2009	2010-2011	2012
OVERALL EXPECTATION	<ul style="list-style-type: none"> Celebrating & Honoring Our Past Welcoming: Reflective Embracing Future Possibilities 	<ul style="list-style-type: none"> Transition & Opportunity Initiation...Strategy, Roles, Leadership Model Testing & Proving 	<ul style="list-style-type: none"> Take off: Major Implementation Visible Impact Celebration! 	<ul style="list-style-type: none"> World Takes Notice ... National Model & Benchmark Preparation for the Next Era Celebration
FINANCES: Ensure the financial security of the institution in a transparent manner				
	2007	2008-2009	2010-2011	2012
ACTIONS	<p>Finances/Development</p> <ul style="list-style-type: none"> Broaden financial base for parish (start now for next year) Stewardship Committee develops and applies strategies to improve the annual giving/stewardship process Stewardship committee evaluates new ways of thinking – not just annual (i.e., legacy gift, building fund, family gift) Develop a format and schedule for the timely communication of financial information to parishioners Development story: vision & strategic plan; "Come join us, creating the future"; "Now I see where my money is going" 	<p>Finances/Development</p> <ul style="list-style-type: none"> Develop 2 new initiatives for annual giving Develop and implement strategies to promote a giving environment within the church community Implement strategies to improve capital giving and the capital giving process Leverage community events for fundraising Host a creative day – bring together variety of people to brainstorm ways to raise money Continue parishioner communication measures 	<p>Finances/Development</p> <ul style="list-style-type: none"> Look at new, longer-term types of giving Professional fund-raising/ development coaching Create strategic plan for development Continue parishioner communication/education measures 	<p>Finances/Development</p> <ul style="list-style-type: none"> Implement strategic plan for development
RESULTS	<p>Finances/Development</p> <ul style="list-style-type: none"> Maintain number of pledging units Use Strategic Plan as communications tool for stewardship Small group meetings combine stewardship/fellowship 	<p>Finances/Development</p> <ul style="list-style-type: none"> 10% increase in avg. pledge amt. & number 	<p>Finances/Development</p> <ul style="list-style-type: none"> 550 pledge units Average Sunday Attendance (ASA: Sat. + Sun.) 600 	<p>Finances/Development</p> <ul style="list-style-type: none"> ASA (Sat. + Sun.) increased by 100% 800 pledge units Pews overflowing

CHURCH/SCHOOL: Promote a strong, synergistic relationship between Saint Andrew's Church and School				
	2007	2008-2009	2010-2011	2012
ACTIONS	<p>Synergy Church/School</p> <ul style="list-style-type: none"> Invite school leadership to review, comment on, and contribute to strategic plan relative to church/school Invite school leadership to participate in a joint committee to promote a stronger bond between church and school, starting with the leadership 	<p>Synergy Church/School</p> <ul style="list-style-type: none"> Church/school committee chair in place (Q1) Recruit church/school committee members (Q1) Church/school committee identifies goals and timeline (Q2) Define roles, boundaries, and reporting structures between the management teams and staff of both entities 	<p>Synergy Church/School</p> <ul style="list-style-type: none"> Implement opportunities and programs for church/school synergy 	
RESULTS		<p>Synergy Church/School</p> <ul style="list-style-type: none"> Mutual appreciation of church and school Improved cross-communication 		

PHYSICAL PLANT: Continue to partner with the school for the ongoing church-school plan to upgrade, maintain and manage our shared physical plant.				
	2007	2008-2009	2010-2011	2012
ACTIONS	<p>Physical Plant</p> <ul style="list-style-type: none"> Work with school to maximize, define, and simplify the usage and scheduling of the shared physical plant Work with school to develop ongoing property management, maintenance and acquisition plans 	<p>Physical Plant</p> <ul style="list-style-type: none"> Work with the school to strategize and follow through on the completion of Phase 4 of the "Building a Brighter Future" campaign 		
RESULTS		<p>Physical Plant</p> <ul style="list-style-type: none"> June 2009: "turn dirt" on Phase 4 		



SAINT ANDREW'S EPISCOPAL CHURCH

13601 Saratoga Avenue
Saratoga, CA 95070

(408) 867-3493 ● www.st-andrews-saratoga.org