

**St. Andrew's Episcopal Church
Norfolk, Virginia**

**Strategic Plan 2011-2015
Adopted by the Vestry on October 24, 2010**

This is an exciting time in the life of St. Andrew's as we approach our centennial year. It is a time to celebrate our past and present, and it is also an opportunity to envision our future. To that end, the Vestry has sifted through the congregational ideas and input gathered during our recent time of clergy transition and has fashioned them into a strategic plan for the next five years.

Everything in this plan, indeed every aspect of our life together, is rooted in our central act of praise and thanksgiving. Our weekly worship of God in word and sacrament, in silence and song, forms us as a community of faith. Our over-arching aim, now and always, is to sustain that spirit of worship.

The ministries that flow out of our worship necessarily evolve over time as our congregation grows and the cultural landscape changes. The plan that follows builds on the foundation of our Mission Statement and Core Values, and identifies five goals that respond to the needs and opportunities that we see before us today. We prayerfully offer this plan to the people of St. Andrew's with grateful hearts for our shared life and ministry.

Mission Statement

St. Andrew's is a parish of worship, spiritual growth, acceptance and healing centered in the Eucharist. We reach beyond ourselves, striving to allow God to work through our hands as Christ's own. In our role as stewards of God's gifts we embrace a comprehensive concept of stewardship as central to our ministry. As a place of hope for all people, we celebrate with joy through grace our oneness in Christ.

Core Values

Spirit of Warmth and Welcome

We strive to love widely and deeply. We are an inclusive parish, comprised of people of all stages and walks of life. We bear witness to God's love by aiming to provide a place of hospitality, healing, and hope for everyone who comes through our doors.

Call to Mission and Ministry

We endeavor to reach beyond ourselves. The stained glass windows in our sanctuary depict scenes from Matthew 25, in which Jesus commends those who nourish the hungry and thirsty, care for the sick and needy, visit the prisoner, and welcome the stranger. These images inspire and define our call to ministry in the world.

Eucharistic Faith

Each week we come together to seek solace and renewal in the healing power of the Holy Eucharist. Our celebration of thanksgiving for Christ's resurrection binds us as a community, lifts our hearts, and enlivens our faith, and we carry that faith into our daily lives and work.

Inquiring Minds and Open Hearts

We bring inquiring minds and open hearts to our journeys of faith. We know that we do not have all the answers and we enjoy exploring the questions as we seek a deeper knowledge and love of God.

Sense of Beauty and Wonder

We value the simple elegance and ritual of Episcopal worship. We appreciate the beauty of sacred music, the familiarity of our prayers, and the comfort and tradition of our sanctuary. We also celebrate the wonder of God's creation by using our flowers and gardens as instruments of praise.

Ministry Goals for 2011-2015

Embrace our sense of mission.

As a parish, we share a deep commitment to outreach. We support many distinctive ministries in the community. In the coming years, we will further coordinate these ministries under the common theme provided by our stained glass windows. Specifically, we will:

- Organize our outreach ministries according to the call to service presented in the twenty-fifth chapter of Matthew.
- Consider the formation of any new ministries or mission opportunities that support that vision.
- Encourage each member of the congregation to participate in at least one of the identified ministries, as we fulfill our baptismal vow to strive for justice and peace among all people.

“I was hungry and you gave me food.” (Matthew 25:35)

Extend our culture of hospitality.

One of our gifts as a congregation is our spirit of warmth and welcome. We will build on this strength by responding to the needs of our current members, reaching out to new people and families, and communicating in fresh ways with members and visitors alike. Specifically, we will:

- Coordinate our practices of invitation, hospitality, and incorporation, in order to reach out to new people and help them feel at home at St. Andrew's.
- Make our website more interactive, and implement a strategy for written and electronic communications that engages both technophiles and technophobes.
- Expand our nursery and enhance the accessibility of our facilities, in order to provide a comfortable, nurturing environment for the youngest and oldest among us.

“I was a stranger and you welcomed me.” (Matthew 25:35)

Embody our commitment to stewardship.

Our Mission Statement proclaims a comprehensive concept of stewardship, involving care for our buildings and programs, care for each other, and care for the world around us. We will further embody that mission in the years ahead, as we enter our second century. Specifically, we will:

- Serve as good stewards of our church home by undertaking capital improvements that will both honor our past and sustain our future ministry and growth.
- Care for God's creation by undertaking individual and congregational efforts to be good stewards of our resources.
- Increase gradually our annual giving and planned giving to ensure adequate staffing and resources for the future mission of our congregation.

“That the generations to come might put their trust in God.” (Psalm 78:6-7)

Enliven our practice of formation.

We are a community of people with inquiring minds. We seek to grow in the knowledge and love of God by exploring new, experiential opportunities for spiritual growth and Christian formation for people of all ages. Specifically, we will:

- Plan more seasonal and annual activities that draw children and their families into the life of church and faith.
- Experiment with new models of youth formation, focusing on liturgical leadership, mission work, and spiritual practices, alongside continued support for our reinvigorated youth group.
- Develop more avenues for young adult and adult formation, utilizing worship experiences, retreats, learning events, and discussion groups to support spiritual reflection and growth.

“Bear fruit in every good work, and grow in the knowledge of God.” (Colossians 1:10)

Expand our capacity for care.

We are a growing and diverse congregation, comprised of people traveling different stages of life's journey. As our parish grows, we will strive to anticipate the varying spiritual needs of our members while also maintaining our treasured sense of community. Specifically, we will:

- Form small groups that bring together people facing similar moments of joy, sorrow, or transition in their lives.
- Strengthen and expand ministries that provide spiritual support, fellowship, and a sense of belonging for our older and homebound members.
- Sustain the spirit of celebration and togetherness reflected in our seasonal Parish Life events, the Women of St. Andrews, our foyer dinner program, and other expressions of community.

“If one member suffers, all suffer together; if one rejoices, all rejoice.” (1 Corinthians 12:26)