

STRATEGIC PLAN

St. Andrew Parish

Columbus, OH

September, 2005

Parish History

St. Andrew Parish was established on June 17, 1955 by Bishop Michael J. Ready who appointed Fr. Michael Andrew Nugent as the founding pastor. The parish began with 250 families who gathered to worship at the old Fishinger Road School. In April of 1956, ground was broken on the present site near the corner of Reed and McCoy Roads for a church and a four-room classroom located under the church. The school officially opened in September of 1956 with four teaching sisters and 140 students.

Fr. Nugent, who became Msgr. Nugent in 1992, was pastor of St. Andrew Parish for 14 years. He was succeeded by Fr. Donald C. Schultz who served as pastor from 1965 until 1992. During his pastorate the school continued to expand with the construction of a gym and multi-media center in 1979.

Fr. Frank Lane, who received the title of Monsignor shortly after his arrival, served as pastor from 1992 to 1997. He established a Facilities Committee to evaluate the space needs of the parish. Through Msgr. Lane's leadership the parish embarked on the construction of a new church. The ground breaking ceremony took place on March 17, 1996.

Msgr. J. Colby Grimes was appointed the fourth pastor of St. Andrew Parish in July 1997 and he served the parish until November 1998. He oversaw the building of the church as well as the renovation of the former church into school classroom space. On June 7, 1998, Bishop James Griffin dedicated the new church.

Fr. Jerry Rodenfels became the fifth pastor and served St. Andrew Parish from 1998-2000. Fr. Rodenfels headed the Challenge in Changing Times Campaign for the parish. This campaign helped to provide funds for an irrigation system, the installation of cooking equipment in the Parish Hall, support for the religious education program, landscaping of the area around the parish patio, and to reduce the parish debt.

In November of 2000, Bishop Griffin appointed Fr. Michael Watson as the sixth pastor of St. Andrew Parish. Fr. Watson has facilitated significant community building events within the Parish, including the parish festival (first held in 2001), the establishment of a Parish Council in 2001, a parish wide survey as part of the Parish Strategic Planning Process, and acquisition of the Reed Road property (former Masonic Temple). St.

Andrew Parish celebrated its 50th Anniversary during 2005. An Anniversary Mass was held on June 8, 2005, with Bishop Frederick Campbell presiding. Numerous celebratory events are occurring throughout the year, and the parish debt was retired in June 2005.

STRATEGIC PLAN BACKGROUND

In the autumn of 2002, the Parish Council of St. Andrew Church in Columbus, Ohio determined that the parish was at a crossroads and decided to examine the Parish, its programs and activities and assess whether the needs of the parish and parishioners were being met. In responding to the changing needs of a growing parish, the council wanted to ensure that the parish was postured to meet the challenges of the new millennium. Father Watson was in full support of this effort.

In December of 2002, the Parish Council passed a resolution establishing the formation of a Master Plan Committee. The purpose of the Master Plan Committee was to seek input from parishioners, examine the current status of all aspects of the Church and school, and to develop long-range plans and goals based on the information.

The Master Plan Committee completed an extensive literature and internet search to understand similar strategic planning processes completed in other churches and nonprofit organizations. A Request for Proposal for Strategic Planning Consultant Services was issued in May of 2003. All full proposals received in response to the request were evaluated by a Master Plan subcommittee. In August 2003 this subcommittee recommended that St. Andrew Parish engage the services of consultant Dr. Elaine Notarantonio, Professor of Marketing at Bryant University, to facilitate the development of St. Andrew's Master Plan.

Task 1: Needs Assessment

St. Andrew Parish and Dr. Elaine Notarantonio determined that the first task was to conduct a comprehensive needs assessment consisting of two phases:

Phase I: Depth Interviews and Focus Groups

The first phase began in the fall of 2003 and included personal interviews with the Pastor, key organizational leaders within the parish and a selected few parishioners who represented different viewpoints. A number of issues began to emerge at this point. Focus group sessions were held in order to further identify issues of concern to the parish. These groups were made up of 4 to 12 parishioners who were identified based upon significant criteria. These dimensions included years with the parish, experience with the St. Andrew School and perceived satisfaction with the parish experience. Participants were invited to discuss a number of general issues related to the parish. From these discussions emerged

a variety of issues and insights. These were formulated into survey questions and were used as a basis for the strategic planning initiatives discussed in a later section of this plan.

Phase 2: Survey

The second phase involved the development of a survey, which was administered in early 2004. The survey's content was based upon the results of the depth interviews and focus groups as well as a review of previous studies conducted by religious organizations. Categories of questions were identified using a) the critical dimensions identified in previous studies, b) responses of focus group participants and c) common issues faced by religious organizations.

Questions were grouped in 6 categories: parish in general, liturgy, appearance of church and premises, St. Andrew School, religious education and programs, stewardship and giving. Of those responding, 59% were female, 50% were over 55 years old, and 46% have been with the parish more than 20 years. 66% attend Mass once per week, 95% read the bulletin and 69% have or have had children attend St. Andrew School.

Survey results indicate that the majority of parishioners

- Enjoy a positive experience and believe others do as well.
- Appreciate and support the Pastor and Associate Pastor and regard them as responsive to our needs.
- Actively participate in the liturgy

However, respondents did express concern regarding the perception of cliques and difficulties newcomers may have getting involved.

Parishioners believe there is a good balance of activities and programs yet report that they are generally not very involved. Many expressed interest in more youth involvement and adult interest programs.

St. Andrew parishioners are quite positive about the ritual of Mass, believe there is an adequate number of Masses and are satisfied with the variety and times of Masses. Some expressed dissatisfaction with the difficulty of song selections and would appreciate more familiar selections. Respondents most appreciate homilies that they can relate to their everyday lives.

Regarding the Church buildings, respondents see the church as well-maintained, like the appearance of the church, Nugent Hall, the school and campus landscape. Many believe the school building is aging and that parking is inadequate. A larger cry room was requested by several respondents.

The survey indicates that most believe St. Andrew School provides a quality education and has a positive image in the community. Many expressed a desire for smaller classes and a commitment to retain high quality teachers.

Deacon Keating and the St. Andrew Bible School ranked high on the survey. More programs that interest youth and young adults along with additional programs for adults were requested. The results also indicated a desire for stronger integration of the youth enrolled in the Parish School of Religion into parish activities

A copy of the survey and the complete results can be obtained by contacting the Parish Office.

Task 2: The Planning Process

In September, 2004, the parish held its first Community Forum, presenting to the parish at large the findings of the needs assessment and the results of the survey. In addition, parishioners were informed of the upcoming strategic planning process.. Areas of concern, critical issues, and significant trends that were identified during the needs assessment phase were reinforced during the forum. Parishioners were invited to become involved in 5 action teams that corresponded with issues identified through the needs assessment and survey. These were: parishioner engagement, spiritual development, school quality, stewardship and campus enhancements. Coordinators were selected to facilitate each of the teams.

A workshop was held in November, 2004 for members of parish council and the action team coordinators. The purpose of the session was to begin to develop the mission for the parish as well as to establish a consistent process for each of the action teams to follow in the development of their recommendations.

In the 4 months that followed each of the Action Teams worked independently in their area of focus. Volunteers who had signed up at the community forum were invited to participate in meetings and other activities in order to better understand needs, gaps, and opportunities for enhancement. The goal for each of the teams was to develop and submit to Parish Council a list of short and long term recommendations for improvement and enhancement in each of the 5 areas. These were submitted to Parish Council in March of 2005. Parish Council then worked to prioritize these recommendations.

Also during this time, Parish Council, St. Andrew's Pastor and Associate Pastor worked on establishing the parish's mission statement. The statement is designed to proclaim who we are, where we want to go and what we want to be known and remembered for. Once an initial draft was developed, it was presented to Father Watson and Father Dinovo for consideration and to assure theological integrity. The statement was unanimously passed by Parish Council in January 2005 and introduced to the parish in February.

St. Andrew Mission Statement

St. Andrew Church is a community of Catholics committed to serving God by living our faith. We exist to fulfill the mission of the Roman Catholic Church at the local level by continuing the saving work of Christ. We accomplish this through the celebration of the sacraments, proclaiming and living the Gospel, reaching out to others in justice and charity, and providing all parishioners abundant spiritual, educational, and social opportunities in order to be known as a faith-filled, engaged, and generous parish.

Action Plan

The distilled survey information, the parish mission statement, and further data gathering and analysis by each of the Action Teams were the driving factors leading to a list of actionable, measurable goals in each of the initiative areas, as follows. Each Action Team submitted a comprehensive list of short and long term recommendations for consideration by Parish Council. In determining priorities, Parish Council was guided by a range of factors including: how well the action item supports and fulfills the mission statement, ease of implementation, budget considerations, and synergy with the other recommendations. All ideas were considered by Parish Council. Those that did not make the current action plan may be considered in the future.

Parishioner Engagement: This action team was focused on broadening parishioner participation in parish activities. They considered strategies in the areas of social concerns, liturgy, mass enhancements, welcome and hospitality and communication. Prioritized action items adopted from their recommendations are:

We will:

- Establish a Liturgy Committee
- Establish a Welcome and Hospitality Committee
- Enhance written communications within the Parish

School Quality: This action team focused on a strategy for maintaining the quality of Catholic education by assuring affordability, attracting and retaining quality teachers and improving school facilities. This action team coordinated all their efforts with the leadership of St. Andrew School and the School Advisory Board. Prioritized action items adopted from their recommendations are:

We will:

- Establish 3-5 year goals and objectives for the school
- Enhance communication regarding teacher retention

Stewardship: The team was guided by defining stewardship as the willing and grateful accountability accepted by the Church and its body of believers for using the gifts received from God to manage the affairs of God on earth. With this in mind, the action team was focused on enhancing the unity of the parish and its parishioners in fulfilling our collective responsibility as stewards of God's many gifts. Prioritized action items adopted from their recommendations are:

We will:

- Establish a stewardship committee
- Establish a long term stewardship vision for the parish

Spiritual Development: This action team worked to identify additional parish activities that would serve to deepen the faith and spiritual development of parishioners. Prioritized action items adopted from their recommendations are:

We will:

- Establish a Spiritual Life Committee
- Implement a Parish Mission
- Create a Bible Study program

Campus Enhancement: This action team considered additional enhancements to the church, school and campus. Prioritized action items adopted from their recommendations are:

We will:

- Establish a process for the Reed Road property utilization
- Consider and implement School enhancements

Responding To The Present – Embracing Our Future:

This planning process represents a fruitful initial effort on the part of the Parish Council, Master Plan Committee and all involved. It reflects the thoughts, feelings and hard work of many St. Andrew parishioners and staff. It is important to keep in mind that the completion of the strategic plan represents the beginning of a journey rather than the end. The success of this effort lies in what follows: the implementation of the action plan and strategies that build on what is being put in place. In order to best facilitate our Mission, it is important that we as a Parish:

- Be open to change
- Continually encourage broad participation particularly among the youth of the Parish.

- Create a process for ongoing assessment and monitoring of the goals articulated in this plan. This monitoring system will help to develop the framework for continued revision of the strategic plan as the Parish evolves.

While the activities on which we will embark as a result of this process embrace all aspects of Parish Life, we must continually keep our mission in mind, our “.....*commitment to serving God by living our faith*”. It is hoped that as many parishioners as possible will become engaged in this process.



Ephesians 3:20-21 Now to him who is able to accomplish far more than all we ask or imagine, by the power at work within us, to him be glory in the church and in Christ Jesus to all generations, forever and ever. Amen.