

VISION TEAM REPORT

Discerning God's Future for St. Andrew



Matthew 4:18-23

As he (Jesus) walked by the Sea of Galilee, he saw two brothers, Simon, who is called Peter, and Andrew his brother, casting a net into the sea—for they were fishers. ¹⁹ And he said to them, “Follow me, and I will make you fishers of people.” ²⁰ Immediately they left their nets and followed him. ²¹ As he went from there, he saw two other brothers, James son of Zebedee and his brother John, in the boat with their father Zebedee, mending their nets, and he called them. ²² Immediately they left the boat and their father and followed him.

²³ Jesus went throughout all Galilee, teaching in their synagogues and proclaiming the good news of the kingdom and curing every disease and every sickness among the people.

Ephesians 4:1-16

I, therefore, the prisoner in the Lord, beg you to walk in a manner worthy of the calling to which you have been called, ² with all humility and gentleness, with patience, bearing with one another in love, ³ making every effort to maintain the unity of the Spirit in the bond of peace: ⁴ there is one body and one Spirit, just as you were called to the one hope of your calling, ⁵ one Lord, one faith, one baptism, ⁶ one God and Father of all, who is above all and through all and in all.

⁷ But each of us was given grace according to the measure of Christ’s gift. ⁸ Therefore it is said,

“When he ascended on high, he made captivity itself a captive;
he gave gifts to his people.”

⁹ (When it says, “He ascended,” what does it mean but that he had also descended into the lower parts of the earth? ¹⁰ He who descended is the same one who ascended far above all the heavens, so that he might fill all things.) ¹¹ He himself granted that some are apostles, prophets, evangelists, pastors and teachers ¹² to equip the saints for the work of ministry, for building up the body of Christ, ¹³ until all of us come to the unity of the faith and of the knowledge of the Son of God, to maturity, to the measure of the full stature of Christ. ¹⁴ We must no longer be children, tossed to and fro and blown about by every wind of doctrine by people’s trickery, by their craftiness in deceitful scheming; ¹⁵ but speaking the truth in love, we must grow up in every way into him who is the head, into Christ, ¹⁶ from whom the whole body, joined and knit together by every ligament with which it is equipped, as each part is working properly, promotes the body’s growth in building itself up in love.

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Introduction

In April 2025, St. Andrew Lutheran Church formed a Vision Team with a clear purpose: **“To facilitate spiritual opportunities to grow as a community of faith so we can discern and embody God’s vision for us as we partner with God to achieve God’s vision in the world.”**

From the beginning, the Vision Team understood its work not simply as developing a new slogan, organizational structure, or strategic plan. The team sought to listen carefully for God's leading—to pay attention to Scripture, to the history and character of St. Andrew, to the voices and experiences of members and neighbors, and to the ways the Holy Spirit might be calling this congregation into its future.

For more than a year, the Vision Team has endeavored faithfully to carry out the commitments of its charter. The work has included prayer, Scripture study, conversation, listening, research, congregational engagement, discernment, and the gradual clarification of language that could express what we believe God is calling St. Andrew to be and to do.

The result of that process is a set of **Mission, Vision, and Values Expressed as Faith Practices** that the Vision Team now recommends for consideration and adoption by the congregation.

I. The Recommended Framework

The Vision Team believes the following statements provide a unified framework for St. Andrew's identity and future and recommends that the congregation formally adopt them as our mission, vision, and values.

OUR MISSION

Follow Jesus and Fish for People.

Our mission describes who we are and what we are called to do.

OUR VISION

(short, memorable version)

**A community called to connect, collaborate, and embody
the compassion of Jesus in all of life.**

Our vision describes the kind of community God is calling us to become.

(full version)

**We will be a community that embodies these four characteristics—
both when we gather together and as we go about our daily lives.**

CALLED

We will affirm and nurture each person's unique gifts and calling
to follow Jesus and participate in God's mission.

CONNECTED

We will cultivate deep connections with God, one another, and a world in need,
building spiritual and relational bridges across distance and difference.

COLLABORATIVE

We will equip and encourage everyone to share in ministry,
working together to build up the body of Christ and spread his love.

COMPASSIONATE

Moved by the heart of Jesus, we will live out his compassion by sharing hope,
healing, mercy, and love with one another, our community, and beyond.

OUR VALUES EXPRESSED AS FAITH PRACTICES

**Stewardship • Worship • Service • Belonging • Witness
• Learning • Generosity • Devotion • Welcome • Discipleship**

These describe how we live our mission in all of life.

II. The Vision Team's Charter and Its Work

The Vision Team began its work with five concise goals:

- **Involve lots of people**
- **Help them grow spiritually**
- **Expand openness to God, to each other, and to our neighbors**
- **Discern God's values, mission, and vision**
- **Embody practices that align us with God's vision**

These commitments provided a structure for the work that followed.

The team sought to offer multiple opportunities for members to participate, listen, learn, dream, and share. It intentionally created spaces for spiritual growth and biblical reflection. It sought to increase openness to God and strengthen relationships within the congregation and with the surrounding community. It reflected on previous discernment processes and gathered insights from the congregation and community. And ultimately, it sought not simply to articulate a vision but to identify practices and structures that could help St. Andrew **embody** that vision.

The team's charter expressed an important theological conviction: that our task was to reach a point of believing **“that God has an opinion about the congregation's future that is more insightful than its own.”**

That conviction has shaped the process throughout. The Vision Team has tried to approach this work with humility, recognizing that the future of St. Andrew ultimately belongs to God.

III. A Process of Listening, Learning, and Discernment

The Vision Team utilized ***Discovering God's Future for Your Church***, a resource from the Lewis



Center for Church Leadership, as an important guide for the process. The resource helped the team understand vision discernment as a spiritual process of listening for God's preferred future rather than simply determining what the congregation might want to accomplish.

Listening to Our Past

The Vision Team reviewed insights from the recent congregational transition process that preceded the call of our current pastor. That process provided important observations about St. Andrew's strengths, challenges, hopes, and opportunities.

The team also spent significant time studying the history of St. Andrew Lutheran Church. Looking backward became an important part of looking forward. We asked where we have seen God's faithfulness, how the congregation has been shaped by its history, and what aspects of our identity should be carried into the future.

One important expression of this work was the special worship experience **“Shared History, Shared Hope,”** which invited the congregation to remember God's faithfulness throughout St. Andrew's history and to consider how that faithfulness gives us hope for the future.

Listening to the Congregation

The Vision Team sought to involve the congregation in many different ways, consistent with the charter's commitment to **“offer lots of ways to involve as many people as possible from our body of believers.”**

These opportunities included gatherings, conversations, interviews, worship experiences, and other activities designed to help people share their experiences, hopes, questions, and observations.

A **cultural identity tour** provided another opportunity to explore the character of our congregation and community. Vision Team members also interviewed members of St. Andrew and people from the surrounding community, seeking to hear directly about their experiences, perceptions, hopes, and needs.

Later in the process, once draft language for the mission, vision, and values had begun to emerge, the Vision Team held a special event to share that language with the congregation and invite further feedback.

The language presented in this report therefore did not emerge from a single meeting or from the work of a small group alone. It represents an attempt to synthesize what the Vision Team heard through many conversations, experiences, studies, and opportunities for congregational participation.



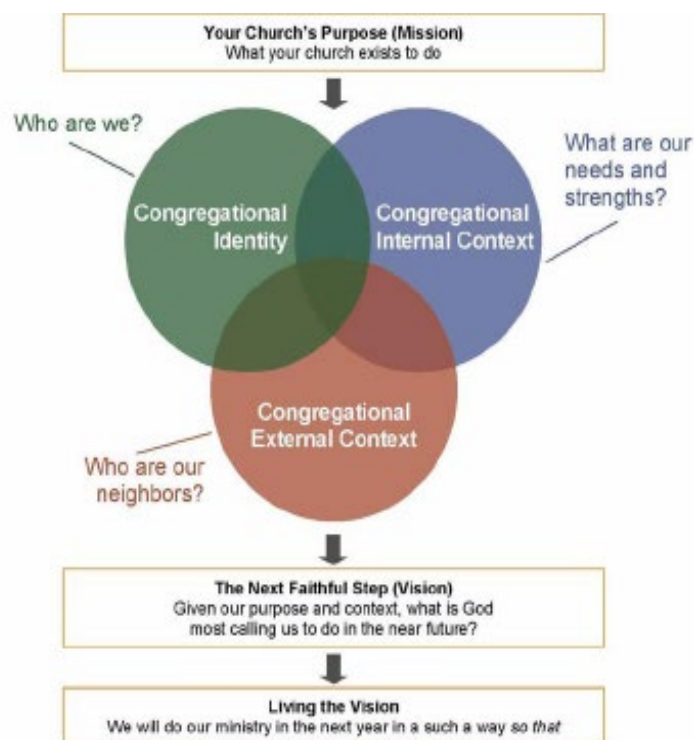
Listening to Our Context

The team also researched both the **internal and external context** of St. Andrew.

Internally, we considered our congregation's history, culture, gifts, patterns of ministry, leadership structures, strengths, challenges, and opportunities.

Externally, we considered the character and needs of the surrounding community. We listened for places where people are experiencing disconnection, loneliness, economic and social differences, spiritual hunger, grief, need for healing, and a longing for hope and meaningful relationships.

This broader listening helped the Vision Team recognize that God's mission extends beyond the walls of St. Andrew. We are part of a community, a synod, a denomination, and a world in which God is already at work.



IV. The Biblical Foundation for our Mission and Vision

Significant time was spent reflecting on Scripture passages that speak to God's purpose for the church, Christian discipleship, the nature of the body of Christ, mission, community, service, and the character of Jesus.

Through this biblical reflection, two passages gradually emerged as particularly foundational for understanding St. Andrew's identity and future. These passages ultimately became the biblical foundation for the recommended mission and vision.

Matthew 4:18–23 — Follow Jesus and Fish for People

Matthew's account of Jesus calling the first disciples has a particularly significant connection to St. Andrew because this passage inspired the naming of our congregation.

Jesus encounters ordinary people in the midst of their everyday lives and says, **“Follow me, and I will make you fishers of people.”**

The Vision Team came to see this not simply as a story about the first disciples but as a defining picture of who St. Andrew is called to be.

We are a congregation named after one of those first disciples, and we are situated in a lake community. The image of fishing therefore carries both historical and theological significance for us.



The call of Jesus contains two movements:

Follow me.

We are called into a relationship with Jesus. He invites us to share in his life and spend time in his presence. We are called to discipleship, learning, prayer, worship, devotion, growth, and transformation, as apprentices of his way of life. This means that we are disciples who allow the life and love of Jesus to shape us.

Fish for people.

We are also called to move outward. Following Jesus leads us into relationships with others. We are called to share the good news, welcome people, serve our neighbors, build relationships, meet practical needs, and participate in God's mission in the world. Jesus challenges us to become a whole new kind of “fisher” as we learn from him how to extend the net of God’s grace far and wide.

Matthew 4 therefore helped the Vision Team understand St. Andrew's mission to be all about **following Jesus and fishing for people**. This mission is both simple and expansive. It describes not merely the activities of the church but a way of life for every follower of Jesus.

The passage also continues with a description of Jesus' ministry: teaching, proclaiming the good news of the kingdom, and healing every kind of sickness and disease.

That connection became particularly important to the Vision Team. Following Jesus and fishing for people is not merely about inviting people to church. It means participating in the ministry of Jesus wherever we are—bringing hope, healing, reconciliation, mercy, justice, and good news into the lives of people around us.

Ephesians 4:1–16 — The Body of Christ Growing Together

The second foundational passage, Ephesians 4:1–16, presents a vision of the church as the **body of Christ**.

Paul describes a church that is called to unity while recognizing the different gifts God gives to its members. Christ equips the saints for ministry so that the whole body may be built up and grow toward a mature expression of the love of Christ.

Several themes in this passage resonated deeply with the Vision Team:

- We belong to one another.
- We are called to unity without requiring uniformity.
- Every person has gifts that matter.
- The ministry of the church belongs to the whole body.
- Leaders are called to equip others for ministry.
- The body grows when each part contributes.
- Our goal is maturity in Christ.
- We are called to grow together in love.



Ephesians 4 therefore provided an important complement to Matthew 4.

Matthew 4 asks: “Who are we following, and what are we called to do?”

Ephesians 4 asks: “How do we become the kind of community that can live out that calling together?”

Together, these passages provide a compelling biblical framework for the future of St. Andrew.

V. The Four Characteristics of God's Vision for St. Andrew

A couple metaphors for understanding a congregational vision became helpful for the team.

- 1. A vision represents the next faithful step in the life of the congregation.*
- 2. A vision articulates the next chapter in the congregation's story.*

We also took note of the six functions of a vision we learned about in “Discovering God’s Future for Your Church.”

A vision:

- 1. Unites*
- 2. Energizes*
- 3. Focuses priorities*
- 4. Serves as the ultimate standard*
- 5. Raises sights*
- 6. Invites and draws others*

Through these ideas, we came to understand that God’s vision for our congregation would not be something brand new. It would have continuity with who God has always been forming us to be and how God has always been at work among us. It would represent the next phase of our journey in following Jesus and fishing for people. It would reveal the future God desires for us and ignite our shared commitment to pursue it.

As the Vision Team gathered its insights from Scripture, congregational history, community listening, interviews, research, and prayer, four characteristics of the kind of church God is calling us to become emerged repeatedly.

They are:

CALLED

CONNECTED

COLLABORATIVE

COMPASSIONATE

These four characteristics were not selected simply because they form a memorable set of words. They emerged from the larger discernment process as recurring themes in Scripture, in the history and identity of St. Andrew, and in the needs and opportunities we heard from the congregation and community.



The first characteristic is **Called**.

Calling is central to St. Andrew's identity. Our congregation's name itself is derived from the story of Jesus calling the first disciples in Matthew 4.

Andrew was an ordinary person who was called by Jesus to follow him and participate in his mission. The same is true for us.

The Vision Team came to believe that St. Andrew should increasingly be a congregation where people recognize that **every person is called**—not merely pastors, staff, council members, or those who hold formal leadership positions.

Each person has gifts, experiences, relationships, and opportunities through which God can work.

We understand that part of God's vision for us is that we recognize and nurture each person's unique calling and gifts because every person has a place and a purpose in God's mission.

This emphasis also relates directly to Ephesians 4, where Christ equips the saints for ministry and the whole body grows as each part does its work.



Connected emerged as another clear direction in our discernment.

The Vision Team heard a deep spiritual need for people to grow more deeply in relationship with God and to strengthen the bonds among people within the St. Andrew community.

We also recognized some unique challenges.

St. Andrew draws people from a broad geographic area. People often drive significant distances from different directions to gather here. Geography can therefore create natural challenges to connection. In addition, our church is richly blessed with a strong senior community, but there is a desire and an opportunity to intentionally create space for all generations to connect, learn, and grow in faith together.

Our surrounding community also includes significant socioeconomic differences. Rather than seeing those differences simply as obstacles, the Vision Team recognized them as an opportunity for St. Andrew to become a community that builds relational and spiritual bridges across distance and difference. As has been the case for nearly 60 years, St. Andrew is a community where people can connect with God in meaningful ways. Amidst a widespread spiritual hunger, we sense God calling us to create spaces where all people can encounter God in authentic, life-changing ways.

The church is called to be a community in which people are known, valued, welcomed, and connected—to God, to one another, and to a world in need.

We understand that part of God’s vision for us is that we build deep relationships with God, one another, and our neighbors, finding ways to create or strengthen connections across the gaps in our world.



Collaborative emerged both from Scripture and from an honest assessment of St. Andrew's present reality. Ephesians 4 presents a picture of the church in which ministry is shared throughout the body. Christ gives gifts to the members of the church and equips the saints for ministry so that the whole body may be built up.

The Vision Team recognized that this is deeply woven into the nature of the church as Christ designed it.

At the same time, we acknowledged that St. Andrew has room to grow in this area.

Historically, much of the work necessary to sustain the congregation has depended upon the pastor and a relatively small number of highly committed volunteers. These people have faithfully carried significant responsibilities, but this model can place an inordinate burden on a few people and prevent the congregation from fully utilizing the gifts of the whole body.

The Vision Team therefore recognized an opportunity to strengthen St. Andrew through a more intentional ministry-team structure in which ministry is shared, gifts are identified and developed, and more people are equipped to participate. We, therefore, recommend calling these teams **“Shared Ministry Teams”** to intentionally reflect that collaborative nature of their work.

This is not simply an organizational improvement. It is a theological conviction grounded in Ephesians 4.

We understand that part of God’s vision for us is that we equip the whole body to share ministry and seek opportunities to partner with others in God’s mission.

Collaboration also extends beyond St. Andrew. We are not an island unto ourselves. God's mission is bigger than one congregation.

There are Christian congregations, community organizations, nonprofits, civic groups, and other ministries in our area with whom we can work. These can become what we have come to describe as **“sacred partners.”**

We are also part of a synod and a denomination whose ministries extend far beyond Canyon Lake. We have opportunities to collaborate with others in the wider church and around the world in sharing Christ's love in practical ways.

Becoming more collaborative therefore means both **sharing ministry within St. Andrew and partnering beyond St. Andrew.**



The fourth characteristic, **Compassionate**, arose repeatedly from our biblical study and from what we heard in the life of the congregation and the surrounding community.

Compassion is central to the heart of Jesus and to the movement of the gospel.

In Matthew 4, the calling of the disciples is followed immediately by a description of Jesus' ministry among people in need. Jesus teaches, proclaims the good news, heals, restores, and responds to the brokenness he encounters. Jesus moves toward a hurting world.

The disciples do not simply follow Jesus into a religious institution. They follow him into a world of real human need.

The Vision Team recognized that this resonates deeply with St. Andrew.

We also became increasingly aware of the significant needs around us: the need for hope, meaningful relationships, healing, reconciliation, care, dignity, and justice.

Our community has many resources, but it also has many people who are hurting, lonely, disconnected, grieving, searching, or struggling.

We believe God is calling St. Andrew to respond not merely with programs but with the compassion of Jesus.

We understand that part of God's vision for us is that we follow the heart of Jesus into a world longing for hope, healing, mercy, and love, by showing up in tangible, practical ways and meeting real needs.

Compassion is therefore not simply one ministry of the church. It is to become a characteristic of the people of St. Andrew in all that we do.

V. Values Expressed as Faith Practices

One of the important insights that emerged during the Vision Team's work was the phrase:

All of life.



The church has sometimes placed greater emphasis on what happens when Christians are gathered together—in worship, programs, meetings, and activities within the church building—than on what happens when Christians are scattered into their homes, workplaces, neighborhoods, schools, friendships, and communities.

But Matthew's call to follow Jesus and fish for people is a call to a way of life.

We therefore asked:

What does it look like to follow Jesus and fish for people in all of life?

The answer led to the development of our **Values Expressed as Faith Practices**.

Before the Vision Team began its work, the Church Council had already been exploring the possibility of organizing ministry around five broad areas identified in the resource ***Five Practices of Fruitful Congregations***: Radical Hospitality, Passionate Worship, Intentional Faith Development, Risk-taking Mission and Service, and Extravagant Generosity.

The Council had begun using different words to describe these same areas in conversations about potential ministry teams.

That conversation eventually developed into five proposed shared ministry-team areas:

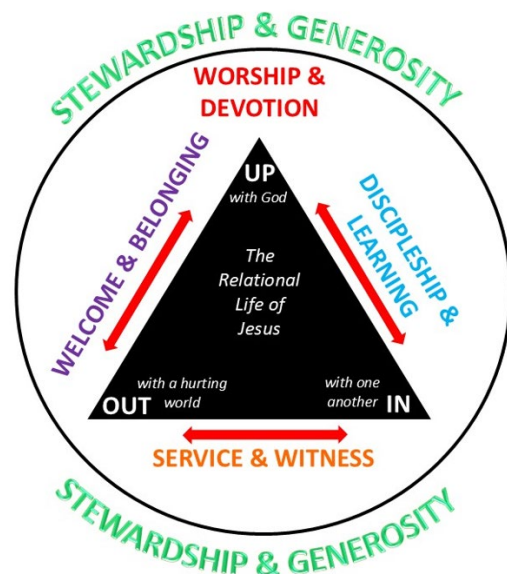
- **Welcome and Belonging**
- **Worship and Devotion**
- **Discipleship and Learning**
- **Service and Witness**
- **Stewardship and Generosity**

As the Vision Team reflected on these areas, we recognized something important.

The words in these ministry-team names are not merely descriptions of organizational departments.

They are **faith practices**. They are ways Christians live out God's mission.

They describe not only what happens when a ministry team meets, but how disciples can follow Jesus and fish for people in daily life.



For that reason, the Vision Team recommends describing these as:

Values Expressed as Faith Practices

They are ways we live out God's mission in all of life.

STEWARDSHIP

Faithfully caring for the time, gifts, resources, and creation God entrusts to us.

WORSHIP

Gathering to praise God, hear God's Word, receive grace, and be renewed for faithful living.

SERVICE

Putting faith into action by caring for and serving our neighbors.

BELONGING

Building a community where everyone is known, valued, connected, and included.

WITNESS

Sharing the good news of Jesus through our words, stories, and lives.

LEARNING

Growing in faith through Scripture, questions, study, and discovery.

GENEROSITY

Freely sharing our time, gifts, resources, and love in response to God's abundance.

DEVOTION

Deepening our relationship with God through prayer, Scripture, and spiritual practices.

WELCOME

Making room for others to experience the hospitality and love of Christ.

DISCIPLESHIP

Following Jesus and allowing his life and love to shape how we live.

These practices are intended for **every person in the congregation**.

They should not be understood as responsibilities belonging only to members of a particular ministry team. A person does not have to serve on the Stewardship and Generosity Team to practice generosity. A person does not have to serve on the Welcome and Belonging Team to practice welcome. A person does not have to serve on the Worship and Devotion Team to practice devotion. Rather, the shared ministry teams exist to **equip and encourage the whole congregation** to live these practices.

This is another important connection to Ephesians 4: leaders and ministry structures exist to equip the saints for ministry so that the whole body may grow and do its work.

VII. From Discernment to Embodiment

The Vision Team's charter did not end with identifying mission and vision language. It called the team to “**embody practices that align us with God's vision**” and to communicate and embed the vision in multiple ways.

The Vision Team therefore understands this report as a transition from **discernment to embodiment**.

The recommended mission, vision, and faith practices are intended to shape how St. Andrew organizes its ministry, develops leaders, equips people, partners with others, tells its story, evaluates opportunities, and lives its faith.

These should become a lens through which we ask:

- Does this help us **follow Jesus**?
- Does this help us **fish for people**?
- Does this help us recognize and equip the people God has **called**?
- Does this deepen our **connection** with God, one another, and our neighbors?
- Does this strengthen our ability to **collaborate** within and beyond the congregation?
- Does this express the **compassion of Jesus**?
- Does this help us live our faith in **all of life**?
- Does this build up the body of Christ and help us grow toward maturity in love?

VII. Conclusion: Listening for God's Future

The Vision Team is grateful for the many people who have contributed to this process through their participation, stories, questions, ideas, prayers, conversations, and willingness to imagine what God may be doing next at St. Andrew.

We have learned that vision is not simply about predicting the future. It is about paying attention to where God is already at work and becoming more faithful participants in God's mission.

In listening to God through the scriptures, we learned that St. Andrew's future is not ultimately about building a bigger organization or creating more programs. It is about becoming more fully the people God has called us to be.

May these words be more than statements we adopt. May they become a way of life.

May they shape who we are when we gather, who we are when we scatter, and how we live God's mission in **all of life**.

And may St. Andrew continue to listen for God's voice, trust God's future, and faithfully join God in what God is already doing in the world.

St. Andrew Vision Team – Kristine Brzozowski, Donna Clark, Jeff Meyer, Bill Parks, Pastor Chris Steubing, and Wendy Kuenemann – August 21, 2026

APPENDIX A: KEY IMPLEMENTATION GOALS

The adoption of St. Andrew's Mission, Vision, and Values marks the beginning of a new season of congregational life. The purpose of implementation is not simply to complete a list of projects. It is to embed the Mission, Vision, and Values into the culture, leadership, ministry, and daily life of St. Andrew Lutheran Church.

The Vision Team's charter called them to:

“Embody practices that align us with what we discern as God's vision.”

The following implementation goals provide an initial structure for the church council and congregation to continue this work.

The first of the Congregation Council duties listed in the constitution states, *“To lead this congregation in stating its mission, to do long-range planning, to set goals and priorities, and to evaluate its activities in light of its mission and goals.”* **The Vision Team, therefore, recommends the council work with key leaders and ministry teams to develop an implementation plan and timeline for each of these goals.**

The process should remain flexible and responsive to the leading of the Holy Spirit, allowing new opportunities to emerge as St. Andrew grows into its mission.

A) Establish a “Balcony” Team and Accountability Process

Form a small team responsible for maintaining a broad, congregational perspective on implementation.

Initial composition:

- Council President
- Pastor
- One or more Shared Ministry Team leaders who serve one year terms
- Additional members as appropriate

Responsibilities:

- Maintain a big picture, “balcony,” perspective on congregational life
- Help Council and Ministry Teams connect their work to the Mission, Vision, and Values.
- Encourage and support leaders in setting goals and making appropriate changes.
- Identify opportunities for collaboration among ministry areas.
- Notice barriers, gaps, and emerging opportunities.
- Celebrate stories of the vision becoming visible in congregational life.
- Communicate periodically with Council about implementation progress and impact.
- Help maintain continuity as leadership changes from year to year.

The Balcony Team should function as an **accountability and discernment structure**, not as another layer of administration. Its central question should be: **Are we becoming more fully the church God is calling us to be?**

B) Establish a Shared Ministry Leadership Structure

Continue developing the shared ministry-team structure around:

- Welcome & Belonging
- Worship & Devotion
- Discipleship & Learning
- Service & Witness
- Stewardship & Generosity

Clarify:

- Roles and responsibilities
- Team leadership
- Communication
- Decision-making authority
- Collaboration among teams
- Communication with Council
- Goal-setting and evaluation
- How teams equip the congregation rather than simply doing ministry for the congregation

The goal is to move increasingly toward a **shared, collaborative, networked model of ministry** rather than a primarily hierarchical model.

C) Develop a Mission, Vision & Values Communication Strategy

Create a consistent and compelling way to communicate St. Andrew's Mission, Vision, and Values both within the congregation and to the surrounding community.

Form a **short-term Communication Task Force** to develop the strategy and resources needed for implementation.

Possible Areas of Work

- Visual identity and logo
- Mission, Vision, and Values branding
- Printed materials
- Website language
- Social media graphics

- Bulletin and worship materials
- Signage
- Ministry Team materials
- New-member resources
- Promotional materials
- Short videos
- Congregational storytelling

Communication should focus not simply on repeating the language but on **telling the stories of the vision in action**. The goal is for the Mission, Vision, and Values to become part of the congregation's **common language and shared identity**.

D) Orient the Congregation to the Mission, Vision, and Values

- Introduce the Mission, Vision, and Values throughout the congregation.
- Begin the communication and branding strategy.
- Share stories of the vision in action.

Offer a congregational series exploring:

- Follow Jesus
- Fish for People
- Called
- Connected
- Collaborative
- Compassionate
- Living the Mission in All of Life

Matthew 4:18–23 and Ephesians 4:1–16 should serve as primary biblical foundations.

E) Establish an Annual Mission, Vision & Values Goal-Setting Process

Each year, Council and Ministry Teams will establish a limited number of **SMART goals** connected directly to the Mission, Vision, and Values.

Each team should consider:

- How does our ministry help us **Follow Jesus and Fish for People**?
- Which aspect of the Vision are we strengthening?
- Which faith practices are we encouraging?
- What is God inviting us to do or become?
- How will we know whether we are making a difference?

As a first step in meeting this goal, host a **Vision Launch Leadership Event — January/February 2027** as a special leadership event for:

- New Council
- Ministry Team leaders
- Pastor and staff
- Other key ministry leaders

The event could include help leaders and teams remember why we undertook the vision process, grow in understanding of the Mission, Vision, and Values, imagine what St. Andrew could look like if we lived this fully, and begin considering how teams and leaders will embody it through initial goal setting for 2027. Consider initiatives related to the 4 “C”s and opportunities identified in the Vision Team Report, for example:

- Developing “Sacred Partnerships”
- Equipping people to discover and live out their calling
- Developing shared decision-making and communication practices
- Strengthening belonging, relationships, and digital connections
- Developing a culture of compassionate mission

Gather insights from this gathering to develop a “Vision Path”, a timeline of implementation for the mission, vision, and values.

F) Strengthen Faith Practices for Daily Life

Help the congregation understand that the Mission, Vision, and Values are not primarily about what happens when we gather at church. They describe **how we live as followers of Jesus in all of life.**

Implementation Priorities

Develop resources and practices that help members live the Mission, Vision, and Values beyond Sunday morning.

Develop and offer learning opportunities with particular attention given to the faith practices identified as areas of growth:

Witness • Learning • Devotion • Discipleship • Belonging

The guiding question is:

What does following Jesus look like on Monday morning?

G) Bridging the Digital Divide

Offer training and accessible resources to help members utilize St. Andrew's digital tools, including:

- Online church directory
- Communication platforms
- Online worship resources

- Digital giving
- Collaboration tools
- Website resources

Create short instructional videos and online resources that people can access whenever needed.

The goal is to use technology to **strengthen human connection and participation.**

H) Strategic Long-term Planning & Discernment - 2028

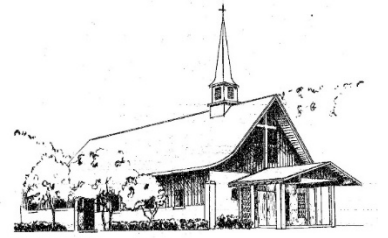
Begin a broader strategic planning process to consider significant longer-term opportunities for St. Andrew. The process should ask first:

What is God calling St. Andrew to become, and how might our resources help us participate in that calling?

Potential areas for consideration include:

- Long-term congregational growth
- Community ministry
- Mission and outreach
- Facilities
- Staffing
- Financial sustainability
- Technology
- Children, youth, and families
- Partnerships
- Community needs
- New expressions of ministry
- Property development and stewardship including the Five Acres

Appendix B: Vision Team Charter



PURPOSE STATEMENT:

To facilitate spiritual opportunities to grow as a community of faith so we can discern and embody God's vision for us as we partner with God to achieve God's vision in the world

- CONCISE GOALS:**
- A. INVOLVE lots of PEOPLE
 - B. HELP them to GROW SPIRITUALLY
 - C. EXPAND OPENNESS to GOD, to EACH OTHER, & to OUR NEIGHBORS
 - D. DISCERN GOD'S VALUES, MISSION, VISION
 - E. EMBODY PRACTICES that ALIGN us with GOD'S VISION

GOALS and OBJECTIVES:

A. OFFER LOTS of WAYS to INVOLVE as MANY PEOPLE as POSSIBLE from our BODY of BELIEVERS

1. Coordinate a variety of gatherings to foster our Christian community as we listen, learn, dream and share
2. Provide feedback to keep the congregation informed and celebrate milestones along the way

B. UTILIZE SCRIPTURE BASED PRACTICES to HELP us GROW SPIRITUALLY

1. Educate regarding practices to build faith muscles & embody those practices moving forward together
2. Deepen our biblical understanding about God's purpose and mission of the church
3. Explain concepts and processes that we will be using- Discernment, Missional thinking

C. EXPAND our OPENNESS to GOD and OUR RELATIONSHIPS with EACH OTHER and OUR SURROUNDING COMMUNITY

1. Offer space and time for people to explore freely and imagine possibilities
2. Create opportunities to increase communication with each other and with God
3. Reach out to listen and share with neighbors in our community
4. Facilitate ways for our community to listen to God and share experiences

D. UTILIZE DISCERNMENT PROCESSES to articulate GOD's VALUES, MISSION, VISION (VMV)

1. Reflect on insights from previous discernment processes
2. Capture key insights from congregational conversations at gatherings and synthesize the information
3. Vision Team will surface, refine and adopt language that clearly articulates God's VMV
4. Reach the point of believing that God has an opinion about the congregations' future that is more insightful than its own

E. EMBODY PRACTICES in our CONGREGATIONAL CULTURE that help us ALIGN with WHAT we DISCERN as GOD'S VISION

1. Communicate and embed the VMV in multiple ways
2. Acknowledge positive practices by members and teams
3. Develop an accountability structure to support, incorporate, & evaluate use of the vision

Appendix C: Summary Report of Cultural Identity Tour

Thank you to everyone who took the time to participate in the Cultural Discovery Tour!

As a Vision Team, we are on a spiritual journey looking for God to reveal what the next faithful step will be for St. Andrew. We know that “next step” must be rooted in our past and our congregation’s culture and your participation and responses have helped in that regard. We especially recognize the value of the group discussions that followed the “tours” and encourage you to continue those discussions. We know that God is not done with St Andrew. God has plans for our future in this changing world and we need to work to discern what those may be. We also know that our next step will be like a new chapter in the book of St Andrew and that it is important that it carries forward all the rich history of the previous chapters of that book.

We learned that, for those who have experienced much of the congregation’s history, that history is very important. There are memories formed in our building that are cherished by many. These memories and experiences include the meeting of new friends and the saying goodbye to old friends. There remains a deep appreciation for those that founded the church so we have a place to worship God.

We also were reminded that the items on our walls, the history behind them, our rituals, traditions and practices all give us insight to our cultural identity (and perhaps result in us having a hard time letting the less significant things go). We got great feedback from all the participants and responses – Thank You!

Like you might expect, there were preferences expressed based on an individual's past or their experiences with other congregations. We pray and have faith that God will reveal to us what that next faithful step will be independent of our preferences.

Some responses went beyond just answering the stated question and the participant provided suggestions for improvement and these were very welcomed.

Regarding items that were listed as standing out as significant in the different areas, here are the most popular overall responses:

Sanctuary

- The Cross in the front of the sanctuary and view of God's creation through the windows
- Stained Glass
- Altar
- Piano

Office Wing

- Sacristy
- Framed art on walls
- General Clutter
- Choir Room

Fellowship Wing

- Kitchen, Food Buffet, Gathering space
- Quilting, quilting room
- Wood Sign over serving counter
- Youth Room Improvements

Outside

- Prayer Garden

The primary question asked in the cultural discovery Tour questions was

“How would you describe our culture?”

The number one answer to that question was a culture which was “Traditional” or “Old Time” traditional (and that being a good thing).

Another common response was a “Welcoming and Friendly” Culture.

There were also some responses that stated our culture was “Tired” or “Out of date” and “Stuck in the past”.

One response bridged the above thoughts by stating our “Our culture reflects our history but looks to the future”.

The vision team invites you to continue in conversation about things you may have discovered during your tour or heard from others in their responses. We want to hear from you and learn from you as we continue on that Spiritual Journey to help us understand what God has in mind for St Andrew's future. Please reach out with ideas, visions, comments, prayers, and questions to vision@standrewofcl.org.

Appendix D: Impressions of Our External Context

TRENDS SEEN in DATA-from the two zip codes where most of our members live

		78133- around lake	78132- toward NB
POPULATION	10 yr. census in 2020- Most recent 5 yr. ACS data 2024-	20,787 21,959	37,445 40,953
RACE	Not very diverse; 20% Hispanic (rare Native, Asian, Islanders, or 2 + races)	Over 70 % white	
AGE U.S.	Median age for both is > TX. or	50.4 Younger than 18 = 8% Older than 65 = 26%	43.7 Younger than 18=25% Older than 65 = 20%
INCOME	Median Household Income	\$ 83,853	\$ 135,315
	Without Healthcare Insurance	17.4%	6.8%
	Below poverty rate	9.3%	4.6%
HOUSING	Median cost of housing	\$ 349,000	\$ 629,300
	Multi-unit housing	4%	Significant growth of single family homes
	Mobile homes	17%	
EDUCATION	Bachelor degree or higher	34.6%	54.3%
COMMUTE	Mean Travel Time to Work	39.1 minutes	31.5 minutes

NEIGHBORHOOD DRIVE and MAPPING EXERCISE - 4 miles west of church through Startzville & 6 miles east through Sattler + 306 triangle

- 21 houses of worship-8 traditional denominations and several non-denominational
- Economic concerns R/T impact of low lake levels (failed businesses, high # houses on market)
- Realization that most jobs in our community are low paying jobs
- Homes in local neighborhoods are economically diverse
- Increasing number of RV parks since low # of multi-unit housing options
- Diverse types of businesses/institutions are within close proximity to each other

Examples: Within one strip center-Dentist office, Domino's Pizza, 777 Gaming, & Vape Store

Within walking distance of Elementary school are Liquor, Guns/Ammo, and a Vape Store

COMMUNITY CONVERSATIONS

Challenges Faced by Members of Our Community:

- Lack of insurance for medical needs
- Housing is not affordable
- Food scarcity
- Low paying jobs in the community
- Young, inexperienced and/or single parents
- Aging population (high % of >65)
- Long commute times for work force
- Businesses impacted by low lake levels (decline in tourism, & low use of investment rentals)

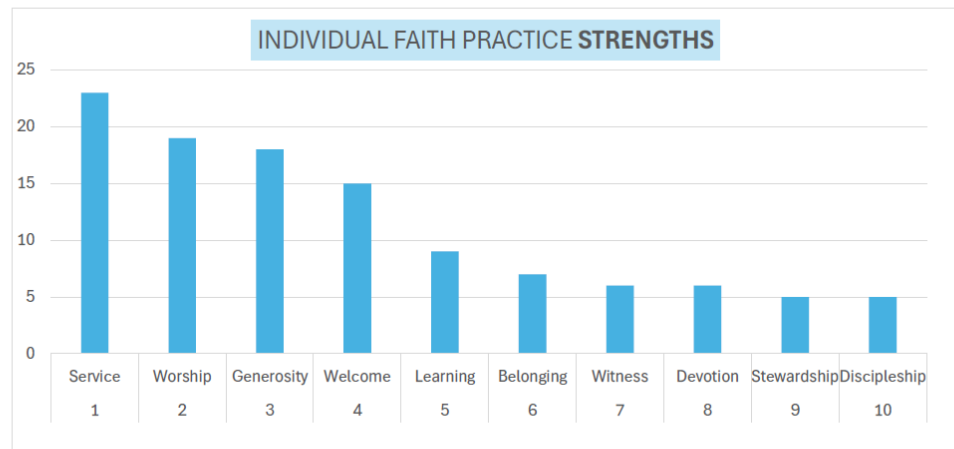
Community Resources Available:

- **CRRC in Sattler** provides the most assistance to our community
 - Crisis assistance (financial)
 - Food pantry
 - Wellness check ups & DME (durable medical equipment)
- **Mental Health Services**– housed in a building of Canyon Lake Presbyterian Church
- **Habitat for Seniors** (and disabled) in Startzville- Friday food line and small thrift store
- **Wesley Nurse** at Canyon Lake Methodist- connects the uninsured with available resources
 - Acacia Medical Mission
 - Volunteers in Medicine
- Meeting place for **Alcoholic Anonymous**-St. Andrew Lutheran Church
- Meeting place for **Narcotic Anonymous**- Canyon Lake Methodist Church

Appendix E: Faith Practice Strength and Growth Areas

Aug. 16th VISION LUNCHEON - EXERCISE about VALUES expressed as FAITH PrACTICES

VALUES as FAITH PRACTICES		
INDIVIDUAL EXERCISE	STRENGTHS	# of responses
1 Service		23
2 Worship		19
3 Generosity		18
4 Welcome		15
5 Learning		9
6 Belonging		7
7 Witness		6
8 Devotion		6
9 Stewardship		5
10 Discipleship		5



VALUES as FAITH PRACTICES		
INDIVIDUAL EXERCISE	GROWTH AREAS	# of responses
1 Devotion		23
2 Learning		22
3 Witness		19
4 Discipleship		18
5 Service		7
6 Generosity		6
7 Stewardship		5
8 Welldome		5
9 Belonging		3
10 Worship		2

