



*Come as you are!*

The Rt. Rev. James R. Mathes, Bishop  
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Welcome to  
St. Andrew's by-the-Sea

*The State of Our Mission*  
2015

# The State of Our Mission

## Goals and Hopes from 2009 parish profile

**Worship and Music:** *Glorifying God through communal worship enriched by music with the addition of varied worship services to include Evensong and outdoor services.*

**Spiritual Formation:** *Providing spiritual growth and education for all ages.*

**Membership Growth:** *Growth with emphasis on families and increasing membership while retaining our atmosphere of a close-knit family.*

**Common Life:** *Caring for and about one another in the church.*

**Stewardship:** *Year-round stewardship such that we all become exemplary stewards of all God's gifts.*

**Local Community:** *Programs to attract community hoping that our church become a greater presence of faith and fellowship in the community.*

**Service:** *Increase participation in outreach.*

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## Six Years on: How much have these goals been achieved?

**Worship and Music:** *Glorifying God through communal worship enriched by music with the addition of varied worship services to include Evensong and outdoor services.*

- **All Age Worship:** Once a month an intentionally 'All Age Worship' service is held as the principal Sunday service, designed to be multi-sensory, have accessible music, and to integrate children of all ages as worship leaders and participants during the liturgy.
- **Child-centered special liturgies:** On Christmas Eve, Good Friday and Holy Saturday entirely child-centered liturgies have been intentionally designed to engage children via a stations approach to the progression of the liturgy on Christmas Eve and Good Friday, and a story-telling re-vamp of the Great Vigil of Easter on Holy Saturday held at the beach.
- **An integrated altar party:** Each Sunday, children serve alongside adults as chalice bearers reflecting our commitment as a parish to an integrated approach to children and youth ministry and the place of children and youth in our community.
- **Liturgical Seasonal Booklets:** Each liturgical season now has an accompanying seasonal worship booklet that was collaboratively designed to reflect the theological themes of each season drawing from the *Book of Common Prayer* as well as other Anglican liturgical resources, most notably the *New Zealand Prayer Book* and the Church of England's *Common Worship*.
- **A new hymnal:** Our new hymnal, *Worship and Rejoice*, provides a greater diversity of musical genres and styles for the church year, and has made our repertoire more accessible for congregational singing.

- **Liturgical Innovations:** We have used the Season of Lent as an opportunity to explore different liturgical traditions (e.g. Iona, Taize, Benedictine, Emergent liturgies etc.), different locations for the altar (e.g. in the middle of the nave), and other liturgical expressions (e.g. Taize morning prayer before the principal service). Special liturgies for Holy Week, Veterans Sunday, Mother's Day, Pet Blessings outdoors at Dog Beach, and outdoors in July make our worship life more visible to the community. We have also started and ceased various liturgical experiments due to a lack of sustainability: daily Noon Meditation; weekly playing of the Bible on CD, opening the church doors for an hour for passers-by; and a midweek Eucharist that met in the round and had shared responses to the reading in place of a sermon.
- **Music Ministries:** Under the leadership of a new Music Director, the new music program draws collegiate level paid musicians to sing and play in the music team alongside volunteers from the congregation, offering a diverse range of musical styles on Sunday mornings. The paid sections swell at Easter and Christmas, along with other guest musicians at other significant times of the church year.
- **Worship Space:** Through gradual development and intentionally attentive consultation with the congregation a nave altar has been established to help the church furnishings and architecture better reflect the theology of the community, which sees God less as mediated by a priest at a high altar and more as in the midst of the community of ministers that gathers around one table.
- **Preaching:** Preaching has also been established to take place in the nave rather than from a pulpit, again reflecting the community's theology of learning about God from one another. Lay and guest preachers are scheduled to preach intermittently through the year, drawn from both the congregation and from the wider diocese to diversify the voices heard in sermons and to accentuate the ministry of proclamation of all, not only the ordained.

**2015-17 MISSION PLAN GOALS:**

- *To further widen the musical repertoire to enable a diversity of musical instrumentation and styles from across the world & Christian traditions.*
- *To work with the congregation to establish the final configuration of the worship space.*

**QUESTION: DOES OUR WORSHIP LIFE GLORIFY GOD AND INSPIRE THE CONGREGATION AS WE WISH IT TO?**

**Your Notes...**

## **Spiritual Formation:** *Providing spiritual growth and education for all ages.*

- **Children and Youth Formation Programs:** From beginning with a handful of children being taught in a preschool classroom using materials stored in one of the preschool classroom cupboards, our Children and Youth Programs now cater to an average of 20-30 children and youth every Sunday (with a total roll of over 50 children), utilizing much of the 2<sup>nd</sup> floor of the preschool building as dedicated Children and Youth program rooms that cater to four age groups: nursery for the under 3's, *Godly Play* (3yrs - 1<sup>st</sup> grade), *Living the Good News* (2<sup>nd</sup> – 5<sup>th</sup> grade), and *Rite 13* (6<sup>th</sup> – 8<sup>th</sup> grade). Our Children and Youth Programs operate on an integrated model that seeks to draw widely from the congregation as many join together in the formation of children as volunteer teachers and helpers.
- **Middle School Youth Group:** This group meets after church on Sundays, either on campus, or in the community, engaged in service projects, having fun, and connecting with other church youth groups.
- **Growing a staff:** By re-allocating resources from the parish office in terms of administrative support for the rector, we have been able to hire a half-time Family Minister and a very part-time Youth Minister/Intern to coordinate and lead hands-on our varied children's and youth programs. That program staff leadership has proven to be essential to the continued growth of the programs and the population attending them.
- **Sunday-morning Forum series:** Each program year a diversity of forum series of varied lengths is presented following the Sunday service for many of the Sundays of the program year. Speakers are drawn intentionally from across the congregation and beyond from the wider diocese and Church. Attendance is typically 20% of Sunday worship attendance or more if the topic is particularly of interest. Topics have included: *Wisdom for Christian Living; The Twible; Discerning God's Mission; Holiness in Relationships; Alpha: Explore the Meaning of Life; Everyday Justice; A People's History of Christianity; Paul's Letter to the 21<sup>st</sup> Century; Everyday Spirituality; A Rough Guide to the Hebrew Bible; Jesus in 3-D; Christianity for the Curious; Incarnation: An Advent All Age Art Project; Jesus at the Movies; Liturgy 101; The Mission Shaped Church* as well as number of town-hall style congregational consultations on changes in the process of taking place. The full archive of forum topics and slideshows can be found at: <http://www.standrewspb.org/#/news-and-archives/forum-archive>
- **Small Groups:** Small affinity groups have established themselves via invitation and grass roots growth including *Saints Alive* (seniors) and *St. Andrew's Women's Group*. Other small groups have had seasons of sustained attendance followed by a hiatus and then revival such as *Theology on Tap* and weekly Bible study. Other small groups have failed to achieve sustainability such as a recent book group, and a newcomers class.
- **Lent Soup Suppers:** Midweek series during Lent have had varied success. Yoga classes, movie discussions, and thematic series have been fairly well attended, although have tended to taper off as the series went on.

### **2015-17 MISSION PLAN GOALS:**

- *To engage up to 60% of our active members in small group ministries.*
- *To strengthen children's ministries to achieve total attendance of 45.*
- *To strengthen middle school youth ministries to achieve total attendance of 20.*
- *To establish and staff Senior High program to achieve total attendance of 10.*

**QUESTION:** **DO OUR SPIRITUAL FORMATION PROGRAMS NURTURE SPIRITUAL GROWTH AND DEVELOPMENT OF DISCIPLESHIP AS WE WISH THEM TO?**

## Your Notes...

**Membership Growth:** *Growth with emphasis on families and increasing membership while retaining our atmosphere of a close-knit family.*

- **Average Sunday Attendance and Church Membership:** To date, average Sunday attendance has risen by 33% between 2011 and 2015, and membership has grown by 62% in that same period. St. Andrew's has the fastest growth rate of any church in the diocese that achieves the sustainable average number of at least 50 on a Sunday. These growth figures should be considered in relief to the overall pattern in San Diego Diocese that has seen average Sunday attendance decrease between 2011 and today by about 10%, and by about 35% since 2003. The Episcopal Church as a whole is shrinking at a rate of about 3% a year.
- **Families with children:** Our most explosive growth has been in the number of children and youth in the congregation, an increase of 330% over the past five years. More families than in previous years have come from the Pacific Beach area itself, including some through the preschool. St. Andrew's has one of the largest populations of children and youth in the diocese proportionate to total parish membership.

### 2015-17 MISSION PLAN GOALS:

- *To increase our membership and average Sunday attendance by at least 10% each year.*

**QUESTION:** **HAS THIS GROWTH, BOTH OVERALL AND IN THE NUMBER OF CHILDREN PARTICULARLY STILL ALLOWED US TO RETAIN OUR 'CLOSE-KNIT FAMILY ATMOSPHERE'?**

## Your Notes...

**Common Life:** *Caring for and about one another in the church and the community.*

- **Pastoral Care:** The vast majority of pastoral care is provided by the rector. Attempts at establishing a pastoral care team have not been successful and most pastoral care not offered by the rector takes place more informally, which may well reflect the culture of the congregation or may highlight that this is an area of ministry we need to address further.
- **Sunday Fellowship:** Sunday fellowship after the service remains the primary form of relationship building in our faith community. It has remained a challenge to encourage more people to stay than tend to at present, around 40-50% of the people in attendance at the service. It has also remained a challenge to have hospitality served outdoors despite the purchase of outdoor furniture for the courtyard.
- **Parish Weekend:** Over the course of the past five years, attendance at our annual parish weekend at Camp Stevens has steadily increased, reaching nearly 50 people last Fall.

**QUESTION: IS THE STATE OF OUR COMMON LIFE TOGETHER WHAT WE WISH IT TO BE?**

**Your Notes...**

**Stewardship:** *Year-round stewardship such that we all become exemplary stewards of all God's gifts.*

- **Operating Budget:** Overall, the operating budget has seen a healthy and sustainable level of growth, increasing over the past five years by 11%. Much of this has been due to increased revenue from preschool tuition, a result of an intentional investment by the church in developing, enhancing and expanding the program spaces used by the preschool and in the hiring of a new preschool director.
- **Pledges and Giving:** Following a dip in pledged and recorded giving in the wake of the great recession at the beginning of the decade, over the past four financial years pledged and recorded giving has risen by 9%. The most recent pattern of pledging reveals that 34% of pledges are increased from the previous year and 16% of pledges are new.

- **Parish leadership:** The vestry remains a healthy and constructive body, albeit slightly smaller than it could be. Lay leadership of Sunday ministries such as the Altar Guild, Ushers, Greeters, and Acolytes remains strong and other ministries retain effective leadership such as the St. Andrew's Women's Group and *Saints Alive*. There are some ministries that continue to operate successfully without centralized leadership, such as Sunday Hospitality and the weekly Hunger Supper teams. Ownership by church lay leaders of the overall direction and future of individual ministries remains a core goal of our community's life together.
- **Sustainability:** Environmental sustainability as a collective and institutional effort at St. Andrew's continues to develop slowly. In the parish, efforts have coalesced around the presence of recycling containers around the campus, the installation of LED interior lighting, some forums on sustainability and just living, and the beginnings of exploring the installation of solar panels on campus. The preschool has also made some steps through its programs with recycling, composting, and the development of an organic garden. Campus water use, the amount of grass on the property and at the rectory, and solar paneling are projects for the immediate term.
- **Year-Round Stewardship:** A year-round stewardship campaign has consisted of: congregation members offering mini-stewardship talks during announcement time at Sunday worship, which highlight various ministries through the course of the year; a *Ministry Fair* in January to recruit new volunteers across the programs of the church; and ongoing recruitment for various ministries. Financial stewardship remains focused on the Fall Pledge Campaign, and smaller project based fundraising efforts have been carried out at other times as needed. Current developments include diocesan-led training on legacies and estate planning and ways of recognizing the gifts of service offered in the wider community by church members.
- **Buildings and Grounds:** Over the past five years, a comprehensive revitalization and re-purposing master plan has been successfully completed across the church campus including:
  - ◆ **Exterior:** Painting of the entire property's exterior, re-location and refreshing of signage, installation of exterior lighting across campus
  - ◆ **Preschool program areas:** Painting, re-furnishing, expanding classroom spaces by removing walls, installing of new restrooms, establishing organic garden on east side of property, establishing outdoor classroom
  - ◆ **Preschool 2<sup>nd</sup> Floor:** Re-purposing of the second floor of the preschool building to house four family ministries program rooms
  - ◆ **Church Hall:** Expansion of preschool into church hall and re-furnishing of hall for user-friendly multiple use
  - ◆ **Courtyard Building 2<sup>nd</sup> Floor:** Re-purposing of second floor of courtyard building for music and family ministry offices, storage rooms, practice spaces, and renovated restrooms
  - ◆ **Courtyard:** Construction of wall to increase preschool playground area and further secure preschool facility, removal of flora for aesthetics and avoidance of unwanted storage on property
  - ◆ **Parish Office area:** Renovation of church offices, lobby restrooms, Quiet Garden furnishings, fence and gate
  - ◆ **Worship Space:** Installation of new sound system, removal of pews at front and back of church building to make room for multiple uses of space; installation of nave altar; de-cluttering of sanctuary to be more invitational and to accentuate spacious architectural design
  - ◆ **Rectory:** Installation of new sprinkler system in rear yard, new windows throughout house, and new garage door

## 2015-17 MISSION PLAN GOALS:

- To increase pledged and recorded giving by 10% each year from previous year's levels.
- To establish lay leaders in 100% of appropriate parish programs.
- To establish sustainability task-force to study and implement appropriate ways for St. Andrew's to become a more sustainable community.
- To establish a plan for implementation of appropriate infrastructure maintenance over next several years.

## QUESTION: ARE WE MEETING OUR GOALS FOR YEAR-ROUD AND EXEMPLARY STEWARDSHIP?

### Your Notes...

**Local Community:** *Programs to attract community hoping that our church become a greater presence of faith and fellowship in the community.*

- **On-Campus Evangelism Events:** Twice a year we host large, on-campus events that seek to reflect the local culture of Pacific Beach: a *Super Bowl Eve Party* and a *Summer Fest*. Both are considered to be, primarily, evangelistic events aimed at connecting with the local community. Attendance at these events has remained at around 55-65% of church membership. The majority of attendees are church members and people invited by those church members, although the *Summer Fest* has been relatively successful in attracting people off the street. As well as these major events, other on-campus events have included the neighborhood watch 'National Night Out', outdoor movies, and outdoor concerts, which have been less well attended by church members, with typically less than 10% of church members going.
- **Off-Campus Evangelism:** Through the calendar year, we participate in various community-wide events offering a presence for St. Andrew's in the life of the local community, including: *Beach Fest* (early Fall) and the *PB Parade* (in Advent). We also reach out to the local community through our own events, including: bar caroling at Christmas time, *Ashes on the Boardwalk* on Ash Wednesday, a *Pet Blessing* service at Dog Beach near to St. Francis' Day, and *Valentine's Day* cards to local businesses in February. Congregational engagement with these evangelistic opportunities varies. It remains challenging to find parishioners willing to volunteer to be part of community-led events (particularly *Beach Fest*) and easier to encourage people to attend the worship service at Dog Beach. Immediate goals remain to develop the ownership of the ministry of evangelism across the congregation.
- **Performing Arts Venue:** We have grown year by year as a venue for the performing arts, now hosting choral and other ensembles from San Diego, southern California and out of state, including an international choral festival held each summer.
- **Community Ministry:** A Community Minister was hired for a limited time period to build connection between St. Andrew's and the local community. Through this work, community groups such as *Beautiful PB* and *PB Collaborators* continue to meet weekly in the church hall. Engaging congregation members in relationship-building community ministry remains a goal.

- **Communications:** Through the course of the past five years our communications have undergone a comprehensive overhaul including: two continuously updated (including sermon podcasts each week) new websites (church and preschool); establishing two active Facebook accounts (church and preschool); maintaining a periodically active rector's blog; utilizing *Constant Contact* for weekly news to church members, preschool families, and each individual preschool class; phasing out of the monthly church paper newsletter; establishment of quarterly theological journal (SALT) for members and for deposit in local coffee shops; maintenance of newspaper marketing; marketing signage for church exterior; direct mailing marketing via USPS; maintenance of posters on multiple bulletin boards for church and community members; new logos and design formats for preschool and church.
- **Classes:** Currently we only host one class for the community per week, a free *Tai Chi* class on Wednesdays held in the church building/sanctuary. A donation per session *Zumba* class was piloted via a St. Andrew's employed instructor, but was abandoned after three months of classes due to poor attendance. Further expansion of free classes for the community offered by volunteer instructors rather than paid ones looks like the preferable way ahead at present.
- **Preschool:** The preschool has more than doubled in overall enrollment over the past three years under the leadership of our new preschool director (37 children enrolled in 2012; 89 in 2015). The program spaces have expanded, including a new outdoor classroom and educator. Teacher salaries have been increased by as much as 30% in some cases and all teachers are placed on a salary scale with incentives for professional development and performance improvement. Stability of staff in terms of turnover has improved, and the preschool has waiting lists in a number of classrooms for the 2015-16 academic year. This year the preschool has begun the process for National Association for the Education of Young Children (NAEYC) accreditation, which when achieved will offer a distinction to St. Andrew's Preschool that very few preschools in San Diego would share. The rector leads chapel time for the children twice a week, meets weekly with the preschool director, and attends preschool events as an intentional pastoral outreach to the preschool family community.

## 2015-17 MISSION PLAN GOALS:

- *To achieve 75% rate of church members who support and attend a community outreach event each year.*
- *To host at least 10 concerts a year.*
- *To establish at least 6 financially sustainable classes per week.*
- *To achieve 100% enrollment in St. Andrew's Preschool morning programs and 50% in afternoon programs.*
- *To attain National Association for the Education of Young Children (NAEYC) accreditation for Preschool.*
- *To establish a plan for implementation of expansion of preschool if appropriate.*

**QUESTION: TO WHAT EXTENT HAVE WE BECOME THE PRESENCE OF FAITH AND FELLOWSHIP IN THE LOCAL COMMUNITY THAT WE WISH TO BE?**

**Your Notes...**

**Service:** *Increase participation in outreach.*

**Hunger Ministries:** A weekly dinner and breakfast are prepared on site and served at St. Andrew's on Tuesdays and Mondays respectively, serving between 70 and 100 hungry and homeless individuals per week.

**Addiction Support Groups:** Every month, approximately 1500 people come through our doors for AA, NA, and Al-Anon meetings.

**Service Projects:** Through the course of the year, groups from St. Andrew's engage in various service projects including: Martin Luther King Jr. clean-up day and the Episcopal Church Center's Maundy Thursday shoe-drive project. Developing and engaging in further opportunities for service remains an identified area of growth for St. Andrew's.

**Vida Joven:** Multiple parish families support the work of *Vida Joven*, a foster home in Tijuana, via donations, letter-writing, and visits.

**2015-17 MISSION PLAN GOALS:**

- *To widen our expression of service to include a greater diversity of service opportunities for church members to take part in and promote advocacy for national and global social issues consistent with the Church's mission.*

**QUESTION: HOW ADEQUATELY HAVE WE INCREASED OUR PARTICIPATION IN OUTREACH?**

**Your Notes...**

**What's *your* vision for the next five years?**

