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Letter from the Strategic Planning Committee

Dear Parish friends and family,

When we began the process of strategic planning, we were uncertain what we would discover. What do we value? What should change? Would our community's hopes and dreams vary wildly? The parish entered the process from a place of strength and optimism - and with our buildings complete, our congregation growing, and our programs thriving, we asked ourselves: *Where are we? Where do we want to go? How do we get there?*

With the expert guidance of Rose Hayden and Ara Merjanian from AM Associates; the work of the Strategic Planning Committee; and the enthusiastic participation of the parish, we now have some answers. *We know that above all, the Good Shepherd community values authentic connection to God and to one another.* We value varied opportunities for each member of our parish to find his or her place at Good Shepherd. In a world that seems increasingly turbulent, we value the dependability of the community we find within our parish.

In the following pages, we outline the process by which we developed the 2019 Strategic Plan; identify the five prominent Issues most critical to the success of our parish; and begin the process of translating these strategic goals into the operation of our church. Each of the five Issues is supported by goals, outcomes, objectives and tasks - and each one supports our commitment to authentically welcome and incorporate all individuals into our community by offering opportunities to connect at all life stages.

In the coming months and years, this Strategic Plan will provide clarity to our mission and direction to our parishioners, clergy and staff. It will guide the practical allocation of resources, both human and financial, that will support our goals.

Thank you for your participation in this process. We hope your aspirations and dreams for Good Shepherd are reflected here, as we prayerfully offered our most honorable effort to include all feedback received. We look forward with hope to this next chapter in the life of The Episcopal Church of the Good Shepherd.

With gratitude,

The Strategic Planning Committee

The Episcopal Church of the Good Shepherd

Introduction

Project Purpose and Background

The Episcopal Church of the Good Shepherd (GS) embarked on a comprehensive strategic planning process in the summer of 2018. After issuing a competitive Request for Proposal (RFP), the parish selected AM Associates of Austin, Texas as its planning consultant, consisting of the project team of Ms. Rose Hayden and Mr. Ara Merjanian. This Strategic Plan Report describes the purpose, development, and results of that planning process.

Good Shepherd has undertaken this strategic planning process during a critical period in its evolution. There is no crisis, major set of problems, or capital campaign. Following the success of the *Build the Beloved Community* campaign and a period of tremendous growth, Good Shepherd has experienced significant change. Other compelling developments include the formation of a new worship community on The Hill, personnel changes, and educational and program expansions that have brought new members into the communities. Good Shepherd now faces different imperatives and has taken this opportunity to reexamine and identify the community's priorities.

Additionally, Good Shepherd required that its plan address both internal needs (e.g., pastoral care, worship services, and building the GS community) as well as external capabilities (e.g. outreach and citywide initiatives) through an annual operational planning process and development of a Business Plan. This strategic planning process provides the organizational foundation from which Good Shepherd can guide this effort and focus on creating its future desired state.

In undertaking the development of a strategic plan, Good Shepherd sought two main outcomes:

1. Development and timely delivery of a concise, clear, and compelling strategic plan.
2. Professional, orderly, and effective project and change management that produces a rewarding process and meaningful opportunities for people to participate.

Achieving these outcomes entailed facilitating an organization-wide iterative, inclusive, and positive engagement process that has culminated in the completion of this five-year strategic plan, effective 2019. The plan has: a clarified mission; prioritized Issues, Goals, Objectives and Outcomes; and ways to ensure practical application of resources.

Plan Development Process and Definitions

To develop a comprehensive strategic plan, Good Shepherd convened a Strategic Planning Committee (SPC) comprised of representatives from each of the four GS communities. A roster of committee members can be found in the appendices of this report. In its inaugural discussions, the committee outlined its intention to develop an inclusive process for the four communities:

- Good Shepherd - Windsor Congregation
- The Hill/Woodland Congregation
- Hillside Early Childhood Center
- Good Shepherd Episcopal School

During project planning and initiation, the SPC participated in a Design and Decision-making Meeting to establish the project's management framework, define project roles and responsibilities, outline stakeholder engagement strategies and timeframes, and set the overall schedule and expected milestones. Key to the strategic planning undertaking was collecting the various views of Good Shepherd-Windsor, The Hill, and the two schools through a variety of stakeholder engagement modalities. By soliciting and encouraging broad and meaningful participation among the larger Good Shepherd communities, the SPC established a project rollout framework that reflects and aligns with the concerns and priorities of all and ensured the creation of a strategic plan with a meaningful vision and practical roadmap for the future of Good Shepherd.

Good Shepherd set out the following major project tasks in its RFP, which have been codified in AM Associate's proposal and associated project plan:

- Planning and Communications
- Information Gathering
- Facilitating Goal and Outcome Formation
- Creation of the Strategic Plan Document

The SPC also considered the appropriate terminology and definitions for the process and plan. The terms used throughout this document were developed and vetted with the intention of clarity and consistency in usage and complete alignment with the language of stakeholders. A Glossary of Terms has been included in the appendices of this report.

For the purposes of this project, *Strategic Planning* is defined as a long-term and future-oriented process of assessment, goal-setting, and decision-making. It includes a multi-year view of objectives, outcomes, and strategies for the accomplishment of an organization's goals.

Strategic Planning contrasts with *Operational Planning*, which is a tactical process for how resources will be used to implement the Strategic Plan each year.

To manage this strategic planning process in a rigorous, orderly, and elegant manner, the SPC adopted use of a three-phase process methodology: **Making Sense, Making Choices, Making Progress.**

1. Making Sense Phase (The Issues)

During this phase of the project, Good Shepherd sought to ask and answer the question, “Where are we?” to frame and *make sense* of the predominant Issues of interest to and impacting the communities, and to begin the process of identifying the priority Issues and Goals that align with those communities. Accordingly, the SPC and AM Associates sought broad input from all of Good Shepherd’s communities—the congregations, staff, and parents of students. Several distinct but interrelated project planning, initiation, and information gathering activities were developed for this purpose and rolled out according to the established schedule. These activities include:

Interviews. AM Associates conducted site visits and twelve (12) one-on-one interviews of key individuals representative of the leadership and laity from each of the four communities. The purpose of these interviews was to orient the planning consultants to the physical, historical, organizational, and cultural dimensions of the communities to better allow for a tailored and relevant project approach.

Orientation Sessions. Six (6) orientation sessions were conducted for program and administrative staff, the Vestry, the GS Episcopal School board, and the Windsor and Woodland/Hill congregations. These sessions provided an early opportunity to learn about the project and the multiple avenues through which people could participate. Commensurate with these sessions, the Vestry issued a letter and produced a video explaining and outlining the project as well as opportunities to participate. Good Shepherd’s communications staff also publicized the initiative through email, printed bulletins, and verbal announcements.

Following these initial information-sharing and gathering activities, three additional stakeholder engagement channels were used to solicit and gather stakeholder feedback and input, centered around variations of two questions:

1. What do you like about Good Shepherd and want to see continued?
2. What would you like to see improved, expanded, and/or changed in some way?

To obtain this information, the project plan included three avenues for participation:

Feedback Forums. Three (3) sessions were held at both Windsor and the Hill, open to all, and hosted and facilitated by SPC members. Over 200 people participated in these forums.

Survey. This online survey, conducted in the fall of 2018, was also open to all. The SPC and AM Associates elicited feedback from as large a sample and as many demographic groups as possible, reflecting a strong commitment to respecting and engaging the entire community. Accordingly, in addition to a well-publicized link to the survey on GS’s website, a QR code was provided to enable access to the survey on mobile devices, and paper surveys were made available to those who preferred that modality.

The survey was actively administered and monitored, and weekly reports to the SPC provided real-time insights into the representativeness, participation levels and issues, and response rates of the survey. This allowed for more targeted marketing and outreach efforts and for an extension of the survey open period to over 30 days. As a result, a significant number of individuals responded to the survey—522 in all.

Focus Group Sessions. These small group sessions (5-7 participants) were conducted to round out stakeholder representation and add depth to the feedback forums and survey.

Feedback Summarization. Together, AM Associates and the SPC transcribed, reviewed, sorted, and summarized all the various suggestions, comments, and stated priorities from all who responded in the above input channels. This feedback became the basis and starting point for the work in the first workshop described below.

First SPC Workshop: Identifying the Issues. During the first of two all-day work sessions, the SPC used this collected information to inform its choices as it developed the first foundational element of the strategic plan – the Issues. **Issues** are those current and emerging trends, conditions, factors, strengths, challenges, and opportunities that Good Shepherd faces. The SPC prioritized the Issues into five (5) Issue Areas and developed the associated Issue Statements described in *Strategic Plan Elements* section of this report.

2. Making Choices Phase (The Goals, Objectives, and Outcomes)

During this phase of the project, Good Shepherd sought to ask and answer the question, “Where do we want to be?” to begin to *make choices* of the strategic direction for Good Shepherd.

Second SPC Workshop: Developing Goals, Objectives, and Outcomes. With the priority Issues established, the SPC convened a second work session to develop the strategic plan’s statements of key results—the Goals, Objectives, and Outcomes—that best aligned with and addressed each of the priority Issues that the SPC had gleaned from stakeholder input during the first workshop.

Using group facilitation and consensus decision-making techniques, the SPC followed a structured, formal process to draft these elements as displayed in the following section.

Goals are broad, intentional statements of purpose and direction, not quantified but

capable of being quantified. **Objectives and Outcomes** are more specific and detailed statements of desired results that are associated with the Goals and which can be quantified.

3. Making Progress Phase (The Annual Tasks)

During this phase of the project, Good Shepherd sought to ask and answer the question, “How do we get there?” to begin to outline the tasks necessary to *make progress* in the implementation of the strategic direction established and reflected in its Goals, Objectives, and Outcomes.

After the Issues, Goals, Objectives, and Outcomes had been established, the SPC took its work to another level of detail, identifying the Annual Tasks necessary to carry out the strategic plan. Annual Tasks serve as a bridge between the longer-term elements of the strategic plan and the shorter-term tactical elements of an annual operating or business plan. **Annual Tasks** are defined as statements of action associated with the Objectives that will eventually be supported by more detailed steps to operationalize Good Shepherd’s Goals.

Finally, the SPC reviewed and validated Good Shepherd’s existing overarching Vision, Mission, and Promise Statements. Mission statements for the individual communities are not included in this report. An Annual Task has been identified to review and revise them as needed for alignment with and integration into the strategic plan.

In the next section of this report, these overarching elements and the results of the SPC workshops are presented and displayed in tabular form to allow for ease of understanding, promotion of internal and external plan alignment, and preparation for operational planning, dashboard monitoring, or other implementation tracking and reporting purposes.

Strategic Plan Elements

God's Vision, Our Mission, and Our Promise

God's Vision: In the fullness of time, all people will find joyful union with God and with one another, being fully known and fully loved.

Our Mission: God inspires The Episcopal Church of the Good Shepherd to welcome and work toward this vision in the name of Jesus Christ: beginning with the nurture and witness of our community in this city of Austin, Texas, and always reaching beyond ourselves, serving and connecting with new neighbors and new communities.

Our Promise: As individuals and as Good Shepherd, we Love More, Better, promising:

- to continue in the apostles' teaching and fellowship, in the breaking of bread, and in the prayers;
- to persevere in resisting temptation, seeking one another's forgiveness and God's;
- to live generously, stewarding our gifts and resources in support of the Church and the well-being of all creation;
- to proclaim by word and example the Good News of God in Christ;
- to seek and serve Christ in all persons, loving our neighbors as God loves us; and
- to strive for justice and peace among all people, respecting the dignity of every human being.

Priority Goals, Objectives, and Outcomes, and Associated Annual Tasks

| Issue | Goal | Objectives and Outcomes | Annual Tasks |
|--|---|--|---|
| <p>Issue 1: Unified Communities. Good Shepherd has been blessed by tremendous growth during the last five years and has become one of the 15 largest congregations in The Episcopal Church. This increase in people, space, and resources has brought positive energy and new opportunities. The growth has challenged us to make sense of our new, multi-campus, multi-institutional reality. Differences in priorities and understandings have contributed to: competing and redundant programs; inefficient use of resources; staff and parishioner confusion and fatigue; and missed opportunities for outreach, personal growth, and community-building.</p> | <p>Each of Good Shepherd's four communities will be able to celebrate a clarified sense of identity and understanding of how the communities and the people within them fit together.</p> | <ul style="list-style-type: none"> A. Each institution will have a mission statement mindful of Good Shepherd's multi-campus, multi-institutional identity. B. Establish and refine a joint <i>ministry</i> structure to support shared planning, coordination, and collaboration among the four institutions. C. Establish and refine a joint <i>organizational</i> structure comprising staff and lay leaders of each institution to steward the community's shared facilities and resources. D. Increase awareness among each institution's membership of the larger community's identity, and the other institutions' identities. E. Maintain parishioner retention and participation levels. | <ul style="list-style-type: none"> A.1. Discuss, vet, and clarify the identities of the communities, esp. The Hill. Review, and modify each communities' mission statements, as needed. B.1. Formalize existing <i>ad hoc</i> efforts by regularizing group membership and meeting schedule of programmatic leaders. B.2. Specifically explore ways to improve collaboration and connection between GSES and HECC. B.3. Identify events and/or seasons for shared promotion, while making purposeful room for each institution's unique and more local focus. C.1. Formalize and streamline The Hill's organizational structure. C2. Clarify relationship between the institutions' leadership (i.e., Boards) and the Vestry. C3. Review and update MOUs between campus partners. D/E.1. Implement the Good Shepherd Communications Plan developed in the fall of 2018. |

| Issue | Goal | Objectives and Outcomes | Annual Tasks |
|---|---|--|---|
| <p>Issue 2: External Outreach and Community Service.</p> <p>Good Shepherd seeks to serve the neighborhoods and city in which we live, addressing the needs of under-supported populations and those facing inequalities. In this hope, we offer outreach opportunities that call us to grow spiritually through action; that forge bonds between the GS campuses; and that meet the immediate needs of those we serve. We strive to deliver outreach experiences that are results-oriented, spiritually nourishing, engaging, meaningful, and sustainable.</p> | <p>I. Good Shepherd will “seek and serve Christ in all persons” by continuing and focusing the availability of direct, transactional outreach opportunities that meet the real needs of those served.</p> <p>II. Good Shepherd will “strive for justice and peace among all people, respecting the dignity of every human being,” by seeking reform of the civic and societal structures that systematically disadvantage one population in favor of another.</p> | <p>A. Identify and target acute and ongoing needs in the greater community for which Good Shepherd could provide meaningful support.</p> <p>B. Increase Good Shepherd’s recognition of its community’s gifts, resources, and commitments to outreach and the City of Austin’s awareness of Good Shepherd’s gifts, resources, and commitments as partner for the common good.</p> <p>C. Mindfully tend and increase the spirit of camaraderie of those engaged in transactional outreach. Consider Good Shepherd’s membership in Austin advocacy organizations promoting the common good.</p> <p>D. Through education and encouragement, purposefully move members of the Good Shepherd community to consider not only the immediate needs of the underserved, but the structures contributing to the persistence of those needs.</p> <p>E. Through the congregations’ increased awareness of outward-facing ministries, increase annual stewardship participation (time, treasure, talent).</p> <p>F. Increase number of Good Shepherd participants in community service activities.</p> | <p>A/B/C/D.1. Develop a social impact analysis and services report.</p> <p>A/B/C/D.2. Identify the optimal percentage of children and families receiving HECC scholarships, and adjust the Good Shepherd budget accordingly, to reflect the priority of HECC’s ministry.</p> <p>A/B/C/D.3. Develop an outreach plan for GSES and HECC.</p> <p>E.1. Develop a comprehensive narrative explaining how stewardship of our time, talent, and treasure impact the quality and availability of our outreach programs. Encourage and facilitate church-related small group meetings in the homes of parishioners for GSW and The Hill during annual stewardship.</p> <p>F.1. Measure current number of people served and participating and the quality of service (begin baselining process and prepare to increase options for service, number served, and number participating).</p> |

| Issue | Goal | Objectives and Outcomes | Annual Tasks |
|--|--|--|---|
| <p>Issue 3: Programming Options and Organizational Considerations.</p> <p>Good Shepherd comprises two campuses and four institutions, and its parishes and schools offer a rich variety of worship, formation, fellowship, and education programming. While this breadth allows Good Shepherd to serve the varied needs and interests of different populations, the attending complexity challenges effective stewardship of the community's staff, memberships, facilities, and resources.</p> | <p>Working toward sustainable excellence in all we undertake, Good Shepherd will continue to provide and support a variety of programs, balancing opportunities for breadth and depth.</p> | <p>A. Optimize facilities use and staff, clergy, and volunteer time for greatest efficiency.</p> <p>B. Continue to nurture a ministry environment that attracts and supports effective and fulfilled staff and lay leaders.</p> <p>C. Enhance fellowship and formation opportunities, either by "pruning" or "planting."</p> | <p>A.1. Complete facilities assessments for both campuses and all four communities, determining whether extant facilities meet current and emerging demands.</p> <p>A.2. Revise/refine guidelines and existing agreements for better use of shared services.</p> <p>A.3 Determine and continue to track number of lay people and volunteers.</p> <p>B.1. Develop a process to gauge and manage staff workload and effectiveness.</p> <p>B.2. Develop a process to gauge and manage lay leaders' satisfaction and fulfillment.</p> <p>C.1. Measure current involvement inside and outside of worship attendance, and identify goals for involvement level, paying special attention to balance weekday and Sunday formation.</p> <p>C.2. Consider small-group programs to boost participation.</p> <p>C.3. Strategize ways to identify and reduce program redundancies across campuses.</p> <p>C.4. Develop strategies to assess parishioners' satisfaction with current programming and facilities.</p> |

| Issue | Goal | Objectives and Outcomes | Annual Tasks |
|--|---|--|--|
| <p>Issue 4: Quality Worship.</p> <p>Congregants describe Good Shepherd's worship as <i>authentic, timely, timeless, relatable, inspirational, soothing, transcendent, and peaceful</i>, and prioritize outstanding worship to center us in the fellowship of a loving God and a loving community.</p> | <p>Good Shepherd will continue to offer a variety of opportunities for beautiful and responsive Episcopal worship as the unifying cornerstone of our community.</p> | <p>A. Attract, retain, support, and consider expansion of a high-quality liturgical staff.</p> <p>B. Increase parishioners' and school families' frequency of worship attendance.</p> <p>C. Ensure high levels of satisfaction with, participation in, and continued excellence in worship services for these and other affinity groups:</p> <ul style="list-style-type: none"> ▪ geographic; ▪ situational (parent, single, age, gender); ▪ socio-economic; ▪ tenure in community; ▪ political values and social justice issues; and ▪ views on priorities (e.g. music, organ completion, fellowship, community services, education). | <p>A.1. Expand pool of assisting clergy.</p> <p>A.2. Increase and prepare a consistent base of lay worship leaders to diminish volunteer burnout.</p> <p>A.3. Equip lay leaders with the training and support to lead confidently and competently.</p> <p>B.1. Review scheduling of all services (days/times), specifically to include the division of the primary Windsor Sunday worship hour (10:30) into two (e.g., at 9:00 and 11:15).</p> <p>B.2. Convene work group to review types of worship options and offerings, specifically addressing the special needs of parents worshipping with young children.</p> <p>C.1. Measure satisfaction (survey) with the worship experience. Measure involvement inside and outside of worship attendance.</p> <p>C.2. Support the diversity of musical styles and offerings, from the Communion Café band, to The Hill's music ministers, to the Good Shepherd Choir.</p> <p>C.3. Assess reasons for Children's Choirs decline and strategize needed enhancements to change the momentum.</p> |

| Issue | Goal | Objectives and Outcomes | Annual Tasks |
|--|---|---|---|
| <p>Issue 5: Missional Ministry.</p> <p>In the spirit of being a good neighbor, God calls Good Shepherd to share its faith and tell its story to those beyond its physical boundaries (Windsor, The Hill), creating a more connected, loving community and city.</p> | <p>We will be missional, building stronger relationships and expanding our presence in our neighborhoods and our city, and meeting people where they are with loving relationships.</p> | <p>A. Increase neighborhood and city-wide events sponsored by Good Shepherd.</p> <p>B. Increase neighborhood and city-wide events in which Good Shepherd participates.</p> <p>C. Promote sustainable congregational leadership.</p> | <p>A.1. Develop a plan for Good Shepherd-sponsored neighborhood and city-wide events.</p> <p>B.1. Participate in neighborhood and city-wide events.</p> <p>C.1. Craft leadership development and succession plans, including succession plans for lay-driven activities, that are critical to the ongoing operations of the church.</p> |

Next Steps: Annual Business Planning Process

The Objectives, Outcomes, and Annual Tasks developed during the strategic planning process, sorted into the five (5) Issue Areas, can be used to organize Good Shepherd’s annual operational planning process, with these suggested next steps:

1. Assigning a respective workgroup and committee to each Issue Area to further elaborate the details underlying the Annual Tasks assigned to them.
2. Specifying the major “Steps” required to complete each Annual Task, confirming to which community(ies) the Annual Tasks apply, and determining who and/or what group will be responsible for implementing each Annual Task.
3. Specifying the related **milestones and timeframes**, including the logical sequencing of Annual Tasks and Steps and the identification of any Annual Tasks that are dependent on or need to be coordinated with other Steps and Annual Tasks.
4. Specifying any **budget and other resources** required to perform the Steps and/or required to implement the Annual Tasks.
5. Determine a **process to accumulate, review, and approve** each workgroup’s completed plans for **integration** into a unified annual **Business Plan**, including **performance metrics and surveys** to track progress against Objectives and Outcomes.

Acknowledgements

AM Associates would like to acknowledge the contributions of the many individuals without whom this project would not have been possible. Their goodwill, good humor, and hard work as well as the numerous professional courtesies extended to us was inspiring. In particular, we’d like to acknowledge: Morgan Allen for his vision for this project and his guidance throughout; the Strategic Planning Committee whose members, shown on the next page, thought deeply about the issues and worked faithfully and tirelessly to develop the strategic plan; Taylor Bowles, Lisa Ard, Lisa Baker, and Dawn Kaberline for their expert, considerate, and flawless project administrative, technical, and logistical support; and those who facilitated our site visits and gave of their time and insights in the interviews— Sheila Abio (Director, Good Shepherd Episcopal School); Rev. Morgan Allen (Rector); Lisa Ard (Director of Finance); Aimee Bostwick (Director of Programs); Suzanne Garza (Director, Hillside Early Childhood Center); Don Hammond (Windsor Parish Community); Sam Hensley (The Hill Community); Anne Jarvis (Senior Warden of the Vestry); Lisa McMinn (The Hill Community); Rev. Kathy Pfister (Vicar); John Pitts (Windsor Parish Community); and Meghan Taylor (Windsor Parish Community).

Appendix A: Strategic Planning Committee Membership Roster

| Committee Member | Title; Affiliation |
|--------------------|---|
| Morgan Allen | Rector |
| Lisa Ard | Director of Finance |
| Taylor Bowles | Junior Warden of the Vestry; Parishioner, Windsor |
| Jessie Collins | Director of Communications; Parent, Good Shepherd Episcopal School |
| Mac Cromwell | Vestry Member; Parishioner, Windsor |
| Katherine Goehring | Parent, Good Shepherd Episcopal School; Parishioner, Windsor |
| Ben Hanson | Vestry Member; Parishioner, Windsor |
| Lisa McMinn | Parishioner, The Hill |
| Jessica Pieratt | Parent, Good Shepherd Episcopal School; Vestry Member; Parishioner, Windsor |
| Shannon Preston | Priest for Spiritual Formation |
| Robin Shepherd | Board Member, Hillside Early Childhood Center; Parishioner, Windsor |
| Donna White | Parishioner, The Hill |

Appendix B: Strategic Plan Glossary of Terms

Our Words Matter: The vocabulary of our Strategic Plan has been carefully chosen, and some common words carry a specific connotation in the context of the Plan.

Annual Tasks. Statements of action associated with the Objectives that will eventually be supported by more detailed steps to operationalize Good Shepherd’s Goals. Annual Tasks serve as a bridge between the longer-term elements of the strategic plan and the shorter-term tactical elements of an annual operating or business plan.

Campus. Good Shepherd comprises two campuses: the Windsor Campus at 3201 Windsor Road, and the Woodland Campus at 1700 Woodland Avenue.

City. Refers to Austin, Texas.

Community. Refers to the Good Shepherd whole, including all four constituencies.

Congregation. A generic term referring to the worshipping bodies at Good Shepherd-Windsor and The Hill, respectively. “Congregation” is the compliment to “School.”

Goals. Broad, intentional statements of purpose and direction, not quantified but capable of being quantified.

Good Shepherd. Refers to the whole organization, inclusive of all four constituent institutions.

Institution. A generic term referring to Good Shepherd’s four constituent organizations: Good Shepherd-Windsor, The Hill, Good Shepherd Episcopal School, and Hillside Early Childhood Center.

Issues. Current and emerging trends, conditions, factors, strengths, challenges, and opportunities that Good Shepherd faces.

Justice. Refers to outward-facing ministries of advocacy promoting the equal treatment of all people.

Objectives and Outcomes. Specific and detailed statements of desired results that are associated with the Goals and which can be quantified.

Outreach. Refers to ministries serving the immediate-needs of our city and neighbors.

Parish. Refers to the neighborhoods most local to each of our campuses. The Windsor “parish” includes Tarrytown and Pemberton, among others, while the Woodland Campus “parish” includes East Travis Heights and Riverside, among others.

Programming. Refers to formation and fellowship offerings of our congregations and schools.

Services. Refers specifically to outreach ministries.

School. A generic term referring to Good Shepherd Episcopal School (GSES) and Hillside Early Childhood Center (HECC). “School” is the compliment to “Congregation.” While we recognize HECC is more technically an “early-childhood center” (connoting a day-long, year-long program), and GSES is a “preschool” (connoting a school-day, school-year program), for simplicity, the strategic-plan refers to both as “schools.”

Staff. Refers to all Good Shepherd’s professionals, lay and ordained.

Strategic Planning. Is defined as a long-term and future-oriented process of assessment, goal-setting, and decision-making. It includes a multi-year view of objectives, outcomes, and strategies for the accomplishment of an organization’s goals. Strategic Planning contrasts with **Operational Planning**, which is a tactical process for how resources will be used to implement the Strategic Plan each year.