

# Lutheran Church of Our Savior



## Report and Recommendations of the Strategic Planning Committee

After six weeks of training and discussion the Strategic Planning Committee, which consists of every member of Lutheran Church of Our Savior, met on March 19 and March 20, 2004 to evaluate the strengths of the congregation and to develop a strategic plan for LCOS, based on *Twelve Keys to an Effective Church*, by Kennon L. Callahan. A total of 78 members of the Committee attended the training sessions and the weekend planning event.

On March 19, the Committee met at the Fellowship Hall to assess and evaluate the current status of LCOS. The results of this process are described below.

### I. MARCH 19: WHERE WE ARE NOW AND WHERE WE WANT TO GO

- A. Realistic Assessment of Lutheran Church of Our Savior's Present Standing and Stature:** Lutheran Church of Our Savior currently has 479 members with a combined average attendance of 180 at the three Sunday morning worship services. This shows that LCOS has a larger membership than 87.4% of all ELCA congregations and a higher Sunday morning attendance than 88.6% of ELCA congregations. Church school enrollment is 35 with an average Sunday morning attendance of 27, which places LCOS at the 35<sup>th</sup> and 41<sup>st</sup> percentile, respectively. Based on this data, LCOS is ranked as a large church in attendance and membership and a medium church in church school enrollment and attendance. The difference is attributable to the demographic characteristics of LCOS: most of the families that attend LCOS tend to consist of older adults and therefore the ratio of children to adults is somewhat low.
- B. Primary Direction for Our Future:** To determine the primary direction for the future of LCOS the Committee analyzed the extent to which the congregation is involved in mission, outreach and community involvement and the potential for missional activities within the community. The people a church serves may be categorized as belonging to one of three groups: **Members**, who are fully to marginally active; **Constituents** are those who are not members, but participate in one or more activities of the church two to four times or more in a six-month

period and those **persons intentionally served in mission** in terms of their human hopes and hurts. The Committee's findings showed that LCOS currently has 479 members, 360 constituents and serves in mission, on an annual basis, about 23,380 people. The Committee concluded that overall the churches' *mission* is stable and growing.

**C. Determining How Far We Can Go:** The Committee's analysis of the mission potential for our community showed that the number of additional people whom LCOS could serve in mission was about 63,000. The Committee concluded that the number of people that LCOS serves in mission should be *increased* as follows:

YEAR 1	YEAR 2	YEAR 3
<b>2,500</b>	<b>5,000</b>	<b>7,500</b>

**D. The Future:** The final issue the committee addressed at the end of the Friday session was: "Do you believe your best years are before you or behind you?" The committee members were virtually unanimous in affirming their belief that our best years are before us. Based on this assertion the committee adjourned until Saturday morning at which time it undertook to evaluate the twelve keys as they apply to Lutheran Church of our Savior and to develop a three-year, open-ended strategic plan.

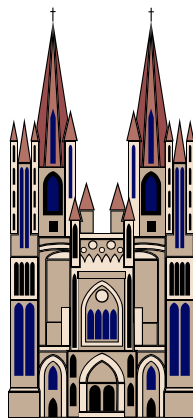
## II. MARCH 20: THE TWELVE KEYS AND THE STRATEGIC PLAN

**A. Ratings:** The table below lists the twelve keys used to evaluate LCOS and the numeric score assigned to each. The assigned score was the consensus judgment of the committee on how well the characteristics defining each of the twelve keys are developed and in place at LCOS with 1 being weakest and 10 being strongest. A key rated 8, 9 or 10 is considered a current strength. The committee was asked to select several keys rated as strengths to expand and to select several keys that were not identified as current strengths that could be reasonably developed, within a three-year period, and added as strengths. Those listed in bold type are the keys the committee chose to expand; those that are italicized are the keys that were not considered to be current strengths of LCOS but were selected by the committee to be developed into strengths.

<b>KEY</b>	<b>RATING RANGE</b>	<b>CONSENSUS RATING</b>	<b>EXPAND/ADD</b>
SPECIFIC, CONCRETE, MISSIONAL OBJECTIVES	0 To 9	2.4	NO
PASTORAL AND LAY VISITATION	1 To 9	4.2	NO
<b>CORPORATE, DYNAMIC WORSHIP</b>	<b>6 To 9</b>	<b>7.7</b>	<b>EXPAND</b>
<i>SIGNIFICANT RELATIONAL GROUPS</i>	<i>5 To 8</i>	<i>6.8</i>	<i>ADD</i>
<b>STRONG LEADERSHIP RESOURCES</b>	<b>6 To 10</b>	<b>8.5</b>	<b>EXPAND</b>
SOLID, PARTICIPATORY DECISION MAKING	5 To 10	7.9	NO
<b>SEVERAL COMPETENT PROGRAMS AND ACTIVITIES</b>	<b>5 To 10</b>	<b>8.0</b>	<b>EXPAND</b>
OPEN ACCESSIBILITY	6 To 10	8.3	NO
HIGH VISIBILITY	5 To 9	7.9	NO
ADEQUATE PARKING, LAND AND LANDSCAPING	6 To 9	8.6	NO
ADEQUATE SPACE AND FACILITIES	5 To 9	7.8	NO
<i>SOLID FINANCIAL RESOURCES</i>	<i>3 To 8</i>	<i>5.7</i>	<i>ADD</i>

**B. Objectives And Concluding Thoughts:** The committee developed specific objectives for expanding three keys identified as current strengths and for developing two keys into strengths. Various committee members volunteered to take responsibility for ensuring that the objectives were fully implemented within specified timelines. This information is listed on attachments 1 through 5. These five keys constitute the *initial* Strategic Plan for Lutheran Church of Our Savior as developed by the Strategic Planning Committee. The intention of the committee was that the objectives listed for each key would be fully in place by the end of the three-year timeline. Note that there is a specific timeline for accomplishing the objectives for each *key*. In some instances the objectives will be fully implemented within the first two years of the plan, while others may not be started until the second year or third year. This process is intended to be open-ended. In order for it to work the Strategic Plan must be periodically reviewed and updated. New keys with specific objectives will be added so that the Plan is always looking two to three or even five years into the future. Participation in developing and implementing objectives is not limited to those who volunteered to oversee their implementation or those who attended the training sessions and the weekend event. As stated during the Temple Talks, the Strategic Planning Committee is the entire congregation. The success of the Plan is dependent upon your participation. Please feel free to contribute your ideas to the Strategic Planning process on how Lutheran Church of Our Savior may better minister to the needs of the community that has been entrusted to us. Please be willing to share those ideas with the Strategic Planning Committee and be willing to help develop and implement them.

Can you make change. . for a paradigm shift?



**ATTACHMENT I**  
**KEY # 3: CORPORATE, DYNAMIC WORSHIP .EXPAND**

**Current Consensus Rating: 7.7**

**Implementation Timeline**

<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>
XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX

<b>Objective</b>	<b>Start</b>	<b>Complete</b>	<b>Person/Team Responsible</b>
<b>A Review of Other Ministries</b>	<b>June 2004</b>	<b>June 2005</b>	Joanne Bates Larry Hebron Dori Hebron Gaylene Swanson
<b>Select More Familiar Hymns</b>	<b>June 2004</b>	<b>Ongoing</b>	Neal Williams

**ATTACHMENT II**  
**KEY #5: STRONG LEADERSHIP RESOURCES .Expand**

**Current Consensus Rating: 8.5**

**Implementation Timeline**

YEAR 1	YEAR 2	YEAR 3
	XXXXXXXXXXXXXXXXXXXX	

Objective	Start	Complete	Person/Team Responsible
<b>Leadership Training: Healthy Congregations</b>	<b>2005</b>	<b>2005</b>	<b>Lorna Kenney Kevin Taylor Joanne Burling Pastor Woody Hall</b>
<b>Leadership Recognition Event</b>	<b>2004</b>	<b>Ongoing</b>	<b>Crystal Gertner Lorna Kenney Joanne Bates</b>

**ATTACHMENT III  
KEY # 7: SEVERAL COMPETENT PROGRAMS .EXPAND**

**CURRENT CONSENSUS RATING: 8.0**

**Implementation Timeline**

YEAR 1	YEAR 2	YEAR 3
	XXXXXXXXXXXXXXXXXXXX	

Objective	Start	Complete	Person/Team Responsible
<b>First Time Visitor Program</b>	<b>Fall 2005</b>	<b>Ongoing</b>	<b>Kevin Taylor Dorothy Hamre</b>
<b>MOPS: Moms Of Preschoolers</b>	<b>Fall 2005</b>	<b>Ongoing</b>	<b>Julie Ball Viola Angebrandt Terri Assuma</b>
<b>New Residents Visitation Program</b>	<b>Fall 2006</b>	<b>Ongoing</b>	<b>Margie Arnett</b>

**ATTACHMENT IV**  
**KEY # 4: SIGNIFICANT RELATIONAL GROUPS .ADD**

**Current Consensus Rating: 6.8**

**Implementation Timeline**

YEAR 1	YEAR 2	YEAR 3
XX	XXXXXXXXXXXXXXXXXXXX	

Objective	Start	Complete	Person/Team Responsible
<b>Health Enhancement Group</b>	<b>2006</b>	<b>Ongoing</b>	<b>Lorna Kenney Suzan Hall Viola Angebrandt Pam Demulling</b>
<b>Recreational Relational Groups</b>	<b>2006</b>	<b>Ongoing</b>	<b>Emilie Neher Tim Ball Lucy Becker</b>
<b>Holiday Fellowship/Survey of Hopes and Needs</b>	<b>2004</b>	<b>2006</b>	<b>Arleen Ericson Joanne Bates Marilyn Kraft</b>



**ATTACHMENT V**  
**KEY # 10: SOLID FINANCIAL RESOURCES .ADD**

**Current Consensus Rating: 5.7**

**Implementation Timeline**

YEAR 1	YEAR 2	YEAR 3
XXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXX	

Objective	Start	Complete	Person/Team Responsible
Promote Simply Giving ”	2004	Ongoing	Crystal Gertner Margie Arnett