

Making God Visible

A Proposed Strategic Plan 2012-2017



**All Saints Lutheran Church
Minnetonka, MN**

TABLE OF CONTENTS

Executive Summary	2
Prologue	4
A Story of Faith	4
The Inward-Outward Journey of Faith.....	4
What We Believe.....	5
The All Saints Lutheran Church Story.....	5
The All Saints Strategic Plan.....	7
About this Plan.....	7
Biblical Basis.....	7
Mission Statement.....	8
The Vision Behind the Mission.....	8
Core Values.....	10
Pillars for Action.....	10
Pillar 1: Spiritual Community.....	10
Pillar 2: Outreach.....	12
Pillar 3: Witness.....	13
Pillar 4: Communications and Marketing.....	14
Pillar 5: Stewardship.....	16
Pillar 6: All Saints Preschool and Child Care Center.....	17
Pillar 7: Facilities.....	18
Pillar 8: Organizational Administration.....	19
Towards a 20/20 Vision: To 2017 and Beyond.....	20
Appendix A: Organizational Chart.....	21
Appendix B: Facility Priorities.....	22

EXECUTIVE SUMMARY

MISSION STATEMENT

All Saints Lutheran Church is called into being to make God visible.

THE VISION BEHIND THE MISSION

Why does this matter? We believe the best possible life is one lived in and for God, the God-made-visible in Jesus Christ. We believe the best hope for the world is the path laid down by Jesus Christ. We believe God can and will use us to fulfill God's own mission. God, with astonishing grace, continues making God's-self visible through the life of All Saints. All Saints is called to live and serve in such a way that the love of God is embodied—made visible—through our life together. Through us God invites people to come closer. Through us God creates a vital center of outward service and inward spiritual renewal. In response to what God does for us, we commit to foster peoples' faith wherever they are on their spiritual journey, and in so doing continually deepen our own faith! We understand that how we believe is how we behave, which shapes what we become.

With that in mind we say: **Throw the doors open wide!!!** We will **bless homes** as each person grows more deeply rooted in God's love. We will **connect lives** in spiritual friendships within the congregation and with others far beyond our walls. We **meet needs** as God equips us to do. Therefore, as followers of Jesus Christ we share our gifts of rich relationships, spiritual experiences, our flexible campus, and our diverse resources to serve and witness in God's world, and to live as the body of Christ, through which God is made visible.

THE CORE VALUES OF ALL SAINTS

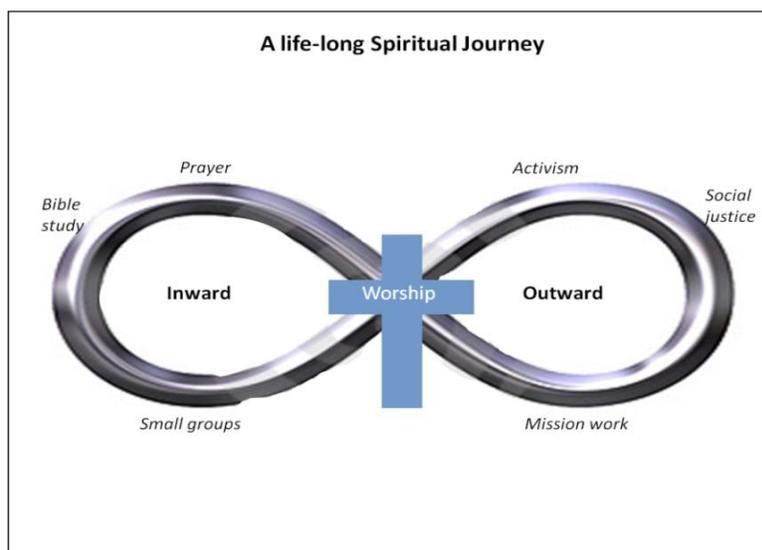
- Acceptance
- Courage
- Generosity
- Hospitality
- Integrity
- Life-Long Learning
- Relationships
- Service

PILLARS FOR ACTION

1. Spiritual Community: Worship, Fellowship and Lifelong Learning.
 - a. Introduce chapel service as part of Wednesday evening programming;
 - b. Enhance small group ministry;
 - c. Create more cross-generational programming;
 - d. Increase programming for empty nesters and active seniors.
2. Outreach: Service, Support and Advocacy for Persons in Need.
 - a. Pursue partnerships to work collaboratively for our community;
 - b. Involve more members in serving; goal of 25% participation by 2017.
3. Witness: Conveying to Others What We Have Experienced Through Faith in Christ.
 - a. Increase membership to 2015 by 2015;
 - b. Develop a system to contact new residents in the area;
 - c. Formalize new member orientation procedure.
4. Communications and Marketing: Accessible, Useful and Appealing Information.
 - a. Assign staff member to lead communications team;
 - b. Develop and implement comprehensive communication plan;
 - c. Establish timelines for regular hardware replacement.
5. Stewardship: Faithfully Managing What God Entrusts to Our Care.
 - a. Increase giving as a percentage of average household income;
 - b. Evaluate the need for a capital campaign in concert with facility needs;
 - c. Increase cash reserves.
6. All Saints Preschool and Child Care Ministries: Supporting the Very Young and Their Families.
 - a. Pursue Nat. Assn. of Educators of Young Children accreditation;
 - b. Explore partnerships to increase number of at risk students;
 - c. Incorporation these programs in church-wide communications plan
7. Facilities: Care and Development of the Church's Building and Property.
 - a. Establish long term maintenance schedule;
 - b. Implement projects on a priority basis;
 - c. Continue engagement with ELCA building consultant with regard to possible renovation or building addition.
8. Organizational Administration: Functional Structures Facilitate the Mission.
 - a. Revise and Update Constitution and Bylaws;
 - b. Evaluate creation of Communications and IT council position.

PROLOGUE

A Story of Faith



a. The Inward-Outward Journey of Faith

Living faith is like a journey. The looping “infinity” symbol represents a continuous pattern in Christian life, the dynamic movement between reflection and action.¹ A person’s spiritual journey may begin at any point.

The inward journey may develop as a search for meaning, or be compelled by life crises. Some may have transforming moments of spiritual awareness in prayer, and Bible reading. Most use meditation, reflection, journaling, or similar spiritual practices.

No less spiritual, the outward journey expresses itself in acts of mercy, service, and advocacy. Outward faith might serve the poor with food, or strive to change the root causes of poverty, or work for justice by “speaking truth to power.”

Active engagement with the needs of others draws some to faith. One who begins with an outward focus will eventually become exhausted or frustrated, and so recognize a need for spiritual refocusing through prayer, scripture, and reflection. If one begins with an inward focus, the scriptures and the Spirit will move them to active love and service. The inward and outward parts of the journey are equally “spiritual” and necessary. One is not more faithful or better than the other. Over the course of a lifetime faith will move and grow. This dynamic propels congregations and individuals forward in response to God.

People will always be at different points in the journey of faith, but are joined in worship, the center of Christian life. Worship becomes the creative pause that helps people go deeper, and reach farther as they are both nourished and challenged through Word and Sacrament.

¹This concept is as ancient as Christianity; the language of inward and outward journeys derives from *Journey Inward, Journey Outward* by Elizabeth O’Connor

b. What We Believe

More than a value, the grace of God is the atmosphere in which we live. Love is the oxygen. Like the air given us to breathe, God's grace sustains disciples from birth, through death, and beyond. If unearned grace is like the atmosphere, and love the oxygen we need to live, then faith can be compared to the act of breathing: an active day-by-day response to the saving grace of God that sustains and guides our lives.

As a congregation of the Evangelical Lutheran Church in America (ELCA) we are connected to the mission of the church through the ages and around the world. ELCA Lutherans believe in the Triune God. We understand that we are part of God's unfolding purposes. We believe that the life, death, and resurrection of Jesus have changed our lives, and the life of the world, forever.

Living in the Lutheran tradition of Christian faith, we believe life and salvation come to us as a gift of God's grace alone, not by anything we do. We believe life and salvation comes

through faith alone: the confident trust in God who in Christ promises forgiveness, life, and salvation.²

We believe the Holy Spirit makes us a community, and empowers us to serve. When we gather for worship, we connect with believers everywhere. When we study the Bible and pray, we are drawn more deeply into God's saving story. When we serve others and address issues that affect the common good, we live out our Christian faith.

We believe God reaches out to us through the living Word who is Jesus and the Word that continues to speak freshly through the scriptures, and the sacraments Jesus instituted. God's Word for us comes through the Bible, the inspired, authoritative, source and norm of our proclamation, faith, and life. We believe Baptism and Communion are places where we experience the presence and power of Jesus, with transformative effects.

² "Salvation" encompasses not only forgiveness for participation in the bleakness of sin, but welcomes into the fullest possible Life, such as only God the Creator could conceive.

The All Saints Lutheran Church Story

Boldness began the All Saints story. In 1956 Gethsemane Lutheran in Hopkins felt called and challenged to begin a new worshipping community in Minnetonka. A group of active members ventured from their comfortable church home in order to plant a new congregation which, in 1957, became All Saints Lutheran Church. From these founders All Saints inherited a legacy of empowered lay ministry, richly musical and diverse worship, dedicated service

to persons in need, and strong personal relationships.

Once a new mission in a fast growing suburb, All Saints now serves an area graced with attractive housing, well-educated residents, and high quality schools. The population has aged, but has begun to shift, with younger and more diverse homeowners making their home in the area. All Saints' well-regarded early childhood programs,

complemented by robust programming for children and youth, attract a population measurably younger than the surrounding demographic.

Today All Saints' service area extends in a radius of approximately seven miles from the intersection of Excelsior Blvd and Woodland Road. That service area includes Minnetonka, Hopkins, and parts of Eden Prairie and Chanhassen. The area's population now includes greater racial and economic diversity, and a growing number of new immigrants. New residential building emphasizes transitional housing, town homes, and condominiums.

All Saints experienced changes as well. Between 2005 and 2010 turnover in the church staff included the retirement or resignation of two senior pastors and the departure of several other key program staff members.

It is 2012: lay and staff leaders share an exciting sense that "God is up to something" in the renewed vitality of the congregation. The staff vacancies have been filled with capable and committed leaders. All Saints seems well-positioned for significant growth. The congregation is blessed with gifted and willing lay leaders, financial stability, a cohesive staff, and a shared eagerness to get on with the work of making God visible.

ALL SAINTS LUTHERAN CHURCH STRATEGIC PLAN

About This Plan

This plan reflects the belief that All Saints will be based at in its current location for decades to come, and will grow in numbers, in depth of discipleship, and in impact.

More importantly, this plan assumes that All Saints Lutheran Church commits to being a missional congregation, outwardly focused rather than inwardly consumed. Care for members of the congregation functions as an integral part of equipping and supporting each other in God's mission, but is not an end in itself.

A missional congregation lives for God's mission. It understands that its primary mission is God's mission, the work of love, mercy, and justice, given to us by Christ. Missional congregations accept the call to partner with God in God's endeavor to redeem and transform all creation.

After deliberate and thoughtful hiring of new staff, with the support of the Minneapolis Area Synod/ELCA bishop, and with the dedication of resilient lay leadership, a transition plan began taking shape. The transition plan identified the need to create a long-

range strategic plan for the church. Demographic changes in the seven-mile service area and leadership changes within All Saints indicated the church would be well-served to take a step back, to look more broadly for what God was already doing, and to discern where God is leading us to focus our gifts and energy for the next five years.

The plan that follows represents a synopsis of two years of information gathering. The process began in mid-2010 with Listening Posts. It continued through interviews with community leaders; demographic research; the preparation of a comprehensive Congregation Profile to guide the Senior Pastor Call Committee; and a host of small-group Mission and Vision Conversations in the fall of 2011. The process concluded with two Leadership Retreats (for all lay leaders and staff) and three Forums, providing invaluable input from members and staff.

Distillation of information gathered through all these channels resulted in a restatement of All Saints Mission Statement, identification of several biblical bases and core values and, finally, eight Pillars for Action.

Biblical Bases for the Mission

In nearly all instances of God's self-revelation, God works through "means," elements of ordinary life which God uses for extraordinary revelation. The best example is in the fully human, fully divine life of Jesus. Other moments of God's self-revelation include fire, wind,

bread, wine, and the community of believers.

Exodus 3:1-14: A solitary walker caught sight of something curiously ablaze in the wilderness. He turned off the path to look more closely. He discovered not a

curiosity, but the living God, visible by means of a bush that burned without being consumed. God spoke, calling the man by name and revealed for the first time God's own name. The man discovered he was called to make this God plain to people who did not know God and to lead his own people deeper into the knowledge of God. All Saints is similarly called.

1 Corinthians 12:12-31: In this passage the church is likened to a Body, a physical presence in which each part has its own capacities and skills, but together are one. As the Body of Christ in the world, God calls this congregation with the whole Church, to embody—make visible—the promised presence of

All Saints' Mission Statement

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The Vision behind the Mission

Why does it matter? We believe the best possible life is one lived in and for God, the God-made-visible in Jesus Christ. We believe the best hope for the world is the path laid down by Jesus Christ. We believe God can and will use us to fulfill God's own mission. God continues making God's self visible through the life of All Saints. All Saints is called to live and serve in such a way that the love of God is embodied—made visible—through our life together. Through us God invites people to come closer. Through us God creates a vital center of outward service and inward spiritual renewal. In response to what God does for us, we commit to fostering peoples' faith wherever they are on their spiritual journey, and in so doing continually deepen our own faith. We

God in and for the world. This is the calling of All Saints.

John 17:20-23: The only reason All Saints dares hope that God will be made visible through us is because God initiated so close a relationship that Jesus prays for future believers (including us!) saying "As you Father, are in me, and I am in you, may they also be in us so that the world may believe that you have sent me." He then prays that those future believers may be one, as Jesus and the Father are one, so that everyone will know that God loves the world as dearly as God loves Jesus. That is God's mission, to which All Saints has been called.

understand that how we believe is how we behave, which shapes what we become.

With that in mind we say: **Throw the doors open wide!** We will **bless homes** as each person grows more deeply rooted in God's love. We will **connect lives** in spiritual friendships within the congregation and with others far beyond our walls. We **meet needs** as God equips us to do. Therefore, as followers of Jesus Christ we will share our gifts of rich relationships, spiritual experiences, our flexible campus, and our diverse resources to serve and witness in God's world, and to live as the body of Christ, through which God is made visible.

The Core Values

Core values serve as guideposts for the articulation and implementation of a vision. All Saints' core values, in alphabetical order, are:

- **Acceptance:** We accept people as they are, respecting each other's journey of faith and life simply because each is a fellow traveler beloved by God. Acceptance is a behavior; it neither condones nor condemns points of view.
- **Courage:** Mindful that the call to discipleship is a call to intelligent risk taking, we do what we believe is right and faithful before God, even if such actions challenge us. The mission of All Saints belongs to God; God empowers us to act boldly as the body of Christ.
- **Generosity:** Individually and as a congregation, All Saints values sharing liberally the resources God entrusts to our care. The value of generosity shapes how we work in various mission partnerships and how we treat members, neighbors, and staff.
- **Hospitality:** We welcome all who come our way in such a fashion that each is put at ease and warmly invited into the life of this community. Just as God welcomes all persons, so do we extend God's gracious welcome to all, in an intergenerational and diverse community.
- **Integrity:** We strive to act in congruence with the Gospel of Christ in our actions, positions, and policies. As an organization, we honor the promises we make to members, vendors, staff, and community and make decisions about its life and mission in open dialog.
- **Life-long Learning:** Our God-given capacity for spiritual, intellectual, and emotional growth means we value the developmental processes of growing in knowledge of God and love of neighbor, as appropriate to varying ages and intellects. We respect the place of each on his or her unique journey, and strive to support the development of the whole person.
- **Relationships:** Faith is primarily a relationship initiated by God, in love. The life of All Saints is expressed in and through relationships. In Christ each individual of this faith community is bound together in a shared life of faith. This value expresses itself in a collaborative style of leadership and the recognition that, even when we disagree deeply, the unity that comes from Christ goes deeper still.
- **Service:** We are a community of people who care about the needs of others locally and globally. In baptism each is called to serve the neighbor as God calls us. We act on behalf of those in physical, spiritual or social need.

Pillars for Action

All aspects of All Saints' life are mutually dependent and interconnected, but for purposes of this plan, its life is described as eight separate Pillars for Action. The action areas are Spiritual Community, Outreach, Witness, Communications, Stewardship, Early Childhood and Family Education, Facilities and Administration. Each section includes a brief description of the pillar; its missional objective; an assessment of the current situation; specific recommendations where possible, broad recommendations where necessary; and an initial assignment of responsibility.

Pillar 1 - Spiritual Community: Worship, Fellowship and Life-Long Learning

***Ephesians 3:16-19** I pray that, according to the riches of his glory, he may grant that you may be strengthened in your inner being with power through his Spirit, and that Christ may dwell in your hearts through faith, as you are being rooted and grounded in love. I pray that you may have the power to comprehend, with all the saints, what is the breadth and length and height and depth, and to know the love of Christ that surpasses knowledge, so that you may be filled with all the fullness of God.*

Missional Objective: Create in the All Saints community an integrated intellectual and experiential path, emphasizing the centrality of worship, the enduring value of close personal relationships, and the necessity of life-long learning for people of faith.

Description: Spanning the stages of life from birth to final blessing, spiritual development is a transformative personal journey. It includes an expanding set of insights, experiences, capacities, and relationships, forming each of us into a contributing member of God's world. This wide-reaching pillar includes a commitment to serving children, youth, and adults of all ages, as well as all types of families or

households with spiritual formation opportunities.

Current Status: Our distinctive worship expressions center and empower the life of discipleship in our congregation. The frequency of worship, even among active members, is declining. Members and staff possess extraordinary musical skill and depth. Fellowship and learning experiences for youth and children are thriving. Many adults express a high regard for learning and fellowship activities, but fewer take advantage of current opportunities. Small group participants often describe groups as integral to their faith and friendship development. Numerous long-term groups exist informally. Children, youth and family ministry provides value for many in the congregation. Members often mention these programs as an important part of what brought them to All Saints, and keeps them at here. Our elders are strong towers of faith, with unique spiritual and fellowship needs.

Recommendations for Worship: The shared experience of Word and Sacrament forms the core of Christian identity. Worship and our cherished music programs are primary means of discipleship formation.

Rec. for Worship (cont'd)

- a) Introduce a brief, informal, intergenerational worship as part of the Wednesday evening programming;
- b) As part of a facility-wide feasibility/needs study, consider upgrading rehearsal spaces, including sound-proofing so that multiple activities can co-exist.
- c) Collaborate more fully with Preschool and Child Care on worship and musical programs.

Responsibility: Worship Team, Children's Growth, Adult Growth, Director of Music, Pastors.

Recommendations for Fellowship:

Create a context in which meaningful relationships grow, and flourish. Fellowship creates a type of relationship that does not form in work, school, or neighborhood environments: spiritual, Christ-centered friendships.

- a) Short term: The Sunday morning "coffee has good "buzz", but does not lend itself to deeper conversations. Create various "conversation corners" within the facility.
- b) Short term: Enhance Wednesday night meals and programming as an integral part of the All Saints experience through focusing on the meal as a ministry of the congregation; not as a fund raiser.
- c) Future facilities improvements should include considerations for the addition of comfortable spaces suitable for multiples uses: drop-in center for senior citizens, small group space (for students and adults), community meetings along with making Pre-school and Child

Care spaces convertible into space for other uses.

Responsibility: Hospitality Team, Facilities Team, Adult Growth Team.

Recommendations for Life-long Learning:

- a) Enhanced small group ministry: people meeting together regularly for prayer, scripture, conversation, and any other activity the group chooses.
- b) Increase frequency, scope and variety of small groups by 2015.
- c) Consider an investment in high-quality facilitator training for small group leaders
- d) Develop a core of small group leaders who meet regularly with a pastor for support, oversight, and problem solving.
- e) Coordinate small group leaders, Befrienders, Prayer Shawl makers, and others to ensure appropriate coverage and opportunities for all.
- f) Continue to develop meaningful learning conversations about aspects of Christian discipleship; thereby deepening relationships with each other and with God.

Responsibility: Adult Growth Team, Forum Team, Small Group leaders and ministry organizers, Pastors

Recommendations for Youth and Children's Ministries and Family Faith Formation

All Saints commitment to Children, Youth and Families has been foundational. We must be intentional about our focus on meeting people where they are in their spiritual journey, including our children, youth adults of all

ages and all types of families. Our 'words must match the music' when it comes to reinforcing our commitment to our multiple approaches to spiritual growth.

- a) Ensure our children's ministry and youth programs are invested in and continue to evolve as the needs of children and youth evolve. Meeting youth "where they are" means we constantly seek to understand where they are and what their spiritual needs are.
- b) Create meaningful opportunities to involve other generations into the children's, youth and family ministries.

- c) Ensure strength and vitality across all generations. Assess how the various facets of our programs are working today. Identify where we can engage new relationships and deepen existing ones.
- d) Incorporate multiple styles of learning that engage in spiritual dialog and enhance spiritual growth.
- e) Create opportunities for empty nesters and active elders to build their faith and enable them to easily offer their skills and resources.

Responsibility: Children's Growth Team, Adult Growth Team, with their staff liaisons.

Pillar 2 - Outreach: Service, support, and advocacy for persons in need

Matthew 25:40 *"Truly I tell you, just as you did it to one of the least of these who are members of my family, you did it to me."*

Missional Objective: Foster the All Saints spirit of service through hands-on work, where our unique and collective gifts to serve and lead become vehicles of God's love for others.

Our current outreach programs include:

<ul style="list-style-type: none"> ▪ Hospitality House ▪ Families in Need ▪ Casa Hogar relationship ▪ Habitat for Humanity ▪ Befrienders 	<ul style="list-style-type: none"> ▪ Blood Drives ▪ Hunger Team – ICA, Our Saviors ▪ Mission trips – Mexico, Chicago ▪ Lutheran Healthcare Bangladesh 	<ul style="list-style-type: none"> ▪ Compassion International ▪ Teen Challenge ▪ Giving Market ▪ Prayer shawl ministry ▪ Quilting Groups
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Description: Outreach refers specifically to caring deeply for people through service, actions and commitments that address real-life needs of those who are challenged in ways we are not. Caring for the physical, spiritual and emotional needs of people beyond our membership defines outreach.

Current Status: All Saints began as a bold outreach; reaching out remains an integral part of this congregation. A multigenerational community of adults, youth, and children participate in outreach work and seek, for Jesus' sake, to serve the needs of individuals, our communities, our country, and the world we share.

Today the spirit of mission and service at All Saints is active and broad-based. Our strengths include:

- Passionate following and support. For many programs;
- Genuine care for improving the quality of life for those who face barriers we do not face;
- Financial commitment to ongoing programs;
- A mix in the types of programs (e.g., national, global, local, structured, individual) in which individuals can serve;
- A feeling of freedom to imagine new ministries, knowing there is support for experimentation.
- Openness to outside ministries including Scouting, AA, etc.

Recommendations:

- a) Deepen and expand vital, life -giving connections with God and others through service.
- b) Consider the identified needs in our local community and in the world, where we are called to action, for example: ministries to individuals at every life-stage, including the elderly, parents, people in poverty, or who

- are isolated, or have recently immigrated. Engage in congregation-wide dialog to determine in which areas we can make a sustained commitment deep enough to make a meaningful difference in the lives of both the served and the servers. To do this well we will need to be equipped to disagree with each other lovingly, without jeopardizing the continuation of our relationships.
- c) Actively pursue partnerships with other organizations (e.g. churches, secular agencies, etc.) to work collaboratively for the good of our neighbors.
 - d) Develop ways to involve more people in the experience of serving, so that at least 25% of our baptized members will be engaged in some form of outreach service by 2017.
 - e) Ensure alignment with our mission and transparent processes in both resource allocation and program participation.

Responsibility: Outreach Team, Council, and Program Staff, Outreach Coordinator.

Pillar 3 - Witness: Conveying to others what we have experienced through faith in Christ

Acts 1:8 You will be my witnesses in Jerusalem, in all Judea, and Samaria, and to the ends of the earth.

Missional Objective: When diverse people live as one, despite real differences, the community itself becomes a countercultural witness to the power of Christ. Harsh voices would make enemies of all who disagree. It will not be so among us. We strive to be people at ease with simply, humbly

telling of the goodness of God as we have experienced it. We reach out to people who have not known God; we want them to hear about God’s love and grace and so that they, too, can share the best life we know.

Description: Witnesses make known to others what they have experienced themselves. Being a witness to Jesus Christ means making known to others the story of what he has done for us.

Witness fulfills its purpose when the un-churched, de-churched, and sparsely churched in our service area are made aware of the Good News of God's love, and invited into the community of faith.

Current Status: Pastors, ushers, and some members make an effort to greet and welcome visitors. The Hospitality Team and Pastor Antonio have been re-tooling the work with new and prospective members. New home owners in the area receive letters of invitation. The outdoor sign informs passersby of activities. At this time there is no visible, intentional, effort to share the good news of Jesus Christ outside the walls, nor an organized plan to equip members to speak of Godly things (witness) easily and naturally in their daily lives. Our congregation members and leaders (staff and lay) have mixed levels of skills and desires to witness. Many people think of witness as a strong-arm attempt at conversion, and react negatively. We are growing in our understanding that creating faith is the work of the Spirit; all that people can do is tell the story of what has happened to us along our journey of faith. Our strengths include:

- members with stories to share and willingness to share them
- people who are willing to learn and grow in this part of their faith
- people who will take action in their own way to continue their journey inward and the journey outward along the "infinity loop."

Recommendations:

- a) Cultivate an awareness of newcomers across each team, committee, staff member and the congregation, embracing a mindset of "what would this be like for someone to whom it is all new and unfamiliar?"
- b) Find a way contact all new residents, including renters, in our service area to invite them to experience All Saints.
- c) Welcome newcomers by providing an increasingly positive hospitality experience, opening the door to on-going spiritual growth/development in this faith community.
- d) Analyze why new members chose All Saints and determine how to enhance these assets, and formalize programs around the sources of attraction. Preliminary data suggests that existing members come to All Saints for the personal relationships, resources (e.g. Christian education,) and experiences that allow each person to grow closer in their relationship with God.
- e) Collaborate with the communications team to build interest in ASLC through established relationships and telling the stories of people whose lives have been touched by God.
- f) Develop arenas in which members can safely practice telling their faith stories, that is, learn to witness, with natural ease and humbleness.
- g) Increase membership to 2015 by the year 2015.

Responsibility: Council, Pastors, Hospitality Committee, Ushers, Greeters, and those involved in the ministry of communications.

Pillar 4 - Communications and Marketing: accessible, useful, and appealing information

Romans 10:14 *“But how are they to call on one in whom they have not believed? And how are they to believe in one of whom they have never heard? And how are they to hear without someone to proclaim him?”*

Missional Objective: Make it easy for the community and the congregation to be aware of All Saints, and discover how to get involved. With openness and transparency we foster the multi-directional flow of information. We invite people to experience rich worship and vibrant programs, with attention to multiple points of entry. We create consistent processes to welcome and invite potential/new members and deepen relationship with current members. Each pillar in the strategic plan requires a communication strategy. Effective communication crosses all parts of the plan.

Description: The flow of information to the community and our members. This includes the powerful ways that we attract, inform and inspire all ages to engage as they wish on their faith journey.

Current Status-Internal: All Saints uses mostly traditional communication methods, with multiple authors (staff and volunteers) involved in the process. Current methods include the weekly bulletin, the monthly Scribe newsletter, the church’s website, E-News, ministry materials, and personal interaction by pastors and members. We have a refreshed new logo. We lack a comprehensive communication plan and focused resources to implement it. This leads to inconsistent messaging across

media, lack of coordination across ministry teams, and inefficient use of volunteer and staff communication resources. We need to build on the social media work done to date and actively explore how to expand our use of these tools to communicate.

Current Status – External: All Saints has not yet fully leveraged outward marketing (e.g., paid web/newspaper ads, search engine optimization, etc.) limiting our visibility. While our staff and members invite and welcome potential new members, we lack a consistent method to attract, follow-up, engage and enhance the relationship. We can more consistently and deliberately pay attention to points of entry such as the Preschool and Child Care Center (PSCCC).

Recommendations:

- a) Assign a staff member to lead a communications team.
- b) Develop and implement a comprehensive communication plan that recognizes cultural and generational differences and will guide communications inside and outside of All Saints.
- c) Establish communication standards and brand consistency across the church’s media (e.g., website, worship bulletin, Scribe, E-Newsletter, etc.) to ensure consistent messages to all segments.
- d) Develop and implement a web-based media campaign to engage both current members and non-members.
- e) Evaluate and recommend investment in paid advertising.

Rec for Comm. and Mktg (cont'd)

- f) Train staff and volunteers in media outreach and cross-cultural communication.
- g) Evaluate how to best leverage technology to create closer relationships and wider community collaboration.
- h) Consistently implement overall technology update and replacement plans for hardware and software systems.
- i) Create materials to support prospective and new members as they consider All Saints, answering their questions and helping them find meaningful connecting points.
- j) Develop a plan to foster connections with the individuals and families who make use of our building, our ministries, and our programs.

Responsibilities: Church Council, Program staff, Hospitality Committee, Directors of Preschool and Child Care, and those involved in the ministry of communications.

Pillar 5 - Stewardship: faithfully managing what God entrusts to our care

2 Corinthians 8:12 *Now as you excel in everything—in faith, in speech, in knowledge, in utmost eagerness, and in our love for you—so we want you to excel also in generosity.*

Missional Objective: Realizing that all we have, and all we are, belongs to God, and will return to God, we will grow as stewards who readily employ the time, energy, skills, and money entrusted to us in service of God's mission. Stewardship in disciples is expressed in joyful generosity with the diverse gifts of God has given all of us.

Description: Stewardship ministry is about more than money but never less than money. Good stewards align their behaviors with Christ-centered values in the use of time, money and skills, in professional and personal relationships, and in self-care.

Current Status: Awareness of stewardship as part of the life of faith focuses heavily on financial stewardship. Funding for ministry (operations) and benevolence comes

through four funding streams: regular giving, challenge giving, one-time designated giving, and planned giving. Giving has strengthened in the past two years. We anticipate ending fiscal 2012 with income slightly over budget. Building God's Kingdom program (challenge giving) continues for one more year as a funding stream for global, local and home (facilities) needs. Current giving beyond the walls of the church is approximately 15%. Planned giving is the function of All Saints Foundation, a separately incorporated endowment fund. The Preschool and Child Care are self-funded ministries, operating on a fee-for-service basis. They contribute a preset annual sum toward business use expenses. We have an active and energetic membership serving in a variety of capacities, our formal inventory of the talents and interests of all our members has been neglected in recent years and could be strengthened.

Recommendations (Stewardship):

- a) Implement a congregational emphasis on wellness, using existing ELCA or similar resources to promote the health and well-being of every member.
- b) Design and implement workshops or seminars to foster a more faithful, less fearful relationship with money.
- c) Increase average per-household giving as a percentage of the average household income reported in census data for our service area.
- d) Increase giving beyond the walls of All Saints by 1 percentage point per year, towards an eventual goal of giving away 25% of congregational income (excluding PSCC) by the 2020.
- e) Evaluate the need for a long-term capital campaign based on facilities need.
- f) Maintain cash reserves equal to one-month's operating expenses in reserve at all times.
- g) Establish a line of credit, in an amount recommended by the Congregational Council, to be used only with the approval of council, for urgent repairs needed on our campus.
- h) Plan a fiscal year 2014 successor to *Building God's Kingdom* for funding, outreach, benevolence and facilities.
- i) Increase awareness of planned giving opportunities by more deliberately linking the All Saints Foundation with the church's communication strategy.
- j) Create an on-going ministry and spiritual gifts assessment process to aid members in finding ministries within and beyond the congregations.

Responsibility: Mission Resource Team, Finance Committee, Outreach Committee, All Saints Foundation, Congregational Council, Business Manager and Senior Pastor.

Pillar 6 - Preschool and Child Care Ministries: supporting the very young and their families

Matthew 19:14 *Jesus said, 'Let the little children come to me, and do not stop them; for it is to such as these that the kingdom of heaven belongs'*

Missional Objective: Building on the foundation of the well-regarded All Saints Preschool and Child Care, enhance the excellence of our program and use this congregation's expertise to support the wellbeing of families in our community.

Description: Early childhood and family education helps children with cognitive and emotional development, readying children for academic success in school and helping the parents to be more effective in the critical work of parenting. All Saints PSCC

realizes the effectiveness of helping parents learn the significance of the home-school connection as a valued component of the child's future growth and development.

Current Status: All Saints Preschool and Child Care has a long history of successfully serving neighborhood families. The half day program and has been in operation for 45 years, the full day program for over 25. All Saints PSCC continues to leverage its expertise in outreach to community entities such as ICA and locally based programs.

Recommendations:

- a) In cooperation with Children's Ministry, build upon expertise to develop Birth – Five ministry options, supporting Christian

Rec for PS/CCC (cont'd)

parenting and working in opportunities to serve a broader population in the community.

- b) Pursue accreditation by the National Association of Educators of Young Children (NAEYC), a milestone achieved by fewer than 5% of schools and child care centers by the end of 2013.
- c) Proactively explore partnerships that will allow 5% of spaces to be filled with at-risk children by 2015, 10% by 2020.
- d) In the context of facilities assessments and a capital campaign feasibility study,

evaluate whether moving the Preschool and Child Care ministries to the same wing of the building, perhaps in added-on space, is desirable and workable.

- e) Incorporate the Preschool and Child Care ministries in the overall communications plan as described in pillar 4.

Responsibility: Co-Directors of All Saints Preschool and Child Care, Council and PSCCC Liaison, Business Administrator, Senior Pastor.

Pillar 7 - Facilities: care and development of the church's building and property

Psalm 127:1 Unless the Lord builds the house, those who build it labor in vain.

Missional Objective: The church building not only shelters and supports our worship, but many community groups depend on our space as well. More deliberate maintenance, proactive maintenance, and possible remodeling will maintain and grow ministry capacity. A well-maintained, well-functioning campus is both an inviting and effective home base for the fulfillment of our mission.

Description: All Saints' entire campus, building, grounds, furnishings, equipment, and musical instruments.

Current Status: Our building and grounds need significant maintenance work. The Facilities Committee of the Congregational Council has listed and prioritized these items. Office equipment is replaced only on a "when it breaks, we fix or replace it" basis. Aged infrastructure (boiler in particular) could

break down at any time, leading to significant costs on very short notice.

Recommendations:

- a) Establish a long term maintenance schedule for upgrades (e.g., new carpet every 10 years); annual maintenance costs of equipment and facilities upkeep (HVAC; Roof; Parking Lot; window replacement; paint; furniture; office equipment and IT).
- b) Implement projects on a priority basis as determined by Facilities Committee giving priority to immediate needs (e.g., boiler) and then to updates and accessibility projects (e.g. bathrooms, telephone system, parking lot, outdoor lighting, landscaping). See Appendix B.
- c) Continue engagement with ELCA building consultant or others to conduct a facility use assessment of current and projected facility needs. If the evaluation warrants it, look toward either a large-scale renovation and/or addition to begin

Rec. for Facilities (cont'd)

within five years of the adoption of this strategic plan. Actual plans must be based on assessment of the facilities and a feasibility study regarding a capital campaign.

Responsibility: Church Council, Business Administrator, Facilities Team, Pastors

Pillar 8 - Organizational Administration: functional structures facilitate mission

1 Corinthians 14:33 *God is a God not of disorder but of peace.*

Missional Objective: Design and implement organizational structures in a form that facilitates the orderly operation of the church in service of its mission.

Description: The organizational structure and composition of Council, Executive Committee, Ministry Teams, Staff and the governing documents that facilitate the church's operations.

Current Status: Overall, the right people are in the right assignments, especially within the pastoral and professional staff. The structure of the church council appears functional but may not reflect current needs. There is no intentional program of lay leadership recruitment and succession. The church has a constitution and associated bylaws drafted in the mid 1990s and updated in the mid-2000s, but never formally adopted by the congregation. The current organization chart of Council and Staff leadership is included as Appendix A.

Recommendations:

- a) Revise the Constitution and Bylaws, presenting these documents for adoption by the congregation in fiscal 2013, with implementation no by the beginning of fiscal 2014 (July 1, 2013). This includes evaluating and possibly revising current administrative structures, including the Congregational Council and Executive Committee.
- b) Consider the creation of a Communications and Information Technology council position, and the formation of corresponding Ministry Team to coordinate technology needs, web, social media, print resources, and marketing.
- c) Create a process of identifying and recruiting lay persons to succeed to leadership positions. The timeline and responsibilities should be formulated and documented, with clear assignments.

Responsibility: Executive Committee, Business Administrator, Senior Pastor, with such task forces as may be appointed.

EPILOGUE

Towards a 2020 Vision: 2017 and Beyond

The action elements of this strategic plan focus on the next 3-5 years, yet organizational change and development is a longer-term undertaking. More than the brief span of 2012-2017 will be needed to train ourselves in new, more missional habits. This plan is designed to be used constantly and revisited annually by the full leadership team. New opportunities and obstacles not anticipated in 2012 will surely arise. The overall mission, vision, and values will assist leaders in adapting the plan to fit the emerging context.

The best leaders keep their eyes on the road (current needs) as well as on the far horizon (long term goals.) Keeping both in view improves depth perception, and gives a surer sense of direction. If All Saints successfully implements the plans and possibilities now within its reach, what might an observer see in the year 2020? Imagine these exciting possibilities:

- 1/3 members involved in hands-on service and mission, in or out of the congregation
- 1/4 of the budget will be given away to ministries beyond our walls, including synod, parachurch ministries (e.g. Lutheran Social Services), and mission partners in the US and abroad.
- Average weekly worship attendance exceeds 400
- 10% of children in PSCC will be from needy/at risk families, funded through benevolence and partnerships

Well-equipped lay leaders are at the heart of All Saints' missional vision. It is critical to add capacity by developing new leaders and deepening the capacity of current leaders. Enhanced leadership skills and opportunities for every generation puts energy and confidence behind the vision while "building out" and "building up" a culture of collaboration and empowerment.

Staff retention and development will similarly support and fulfill this vision, helping us to secure stability and continuity of direction. Staff, in collaboration with lay leaders, propels this congregation to realize its missional potential. Our approach stresses teamwork, collaboration, and the constructive interplay of technical and humanities-based skills and insights.

Fulfilling this vision requires that strategies and structures align with All Saints' mission and core values. Going forward, All Saints leaders will need to evaluate existing programs and future proposals according to how they serve its mission and reflect its values. All Saints encourages well thought-out, well-planned experimentation. When failure occurs, leaders will share lessons learned and swiftly integrate them in order to move on with courage.

Appendix A – Organizational Chart

Appendix B: Facility Priorities