



Evangelical Lutheran Church

# **Long Range Plan**

**Faith Lutheran Church  
Waconia, MN**

**September 2008**

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## **Executive Summary**

**Faith Evangelical Lutheran Church** in Waconia, MN has had 40 years of growing in our Faith with Jesus Christ and growing our congregation. Today in 2008, we look forward to celebrating what has been accomplished and learned in the last 40 years and use those lessons to guide us as we move forward with our long range plan.

We currently have 1,500 confirmed members and 2,300 baptized members. Approximately 500 attended our weekly worship services (Thursday night and 3 services on Sunday). We have 650 kids enrolled in our Sunday school program and have 125 kids in our confirmation program. We currently have 6 ministry areas that support our programs:

- Faith Formation
- Stewardship/Finance
- Building & Maintenance
- Life Growth Mission
- Social Outreach
- Worship and Music.

The staff has grown to:

- 2 full time pastors (one senior and one associate)
- One intern pastoral assistant (part-time)
- One Children and Family Minister
- One Youth Minister (FT)
- One Financial Coordinator (FT)
- One Administrative and Communication Coordinator (FT)
- One custodian (FT)
- One Volunteer Coordinator (FT)
- Six part time music staff as well

Finally, our ministries provide over 5,000 volunteer opportunities annually and engage almost 1,300 volunteers from our congregation.

Today, we function with an annual operating budget near \$785,000. However, we need to be aware that our current space is limited and we have one building (south or education building) that is in poor condition and limits our ability for both programming and connectiveness to the weekly church services.

The members of Faith are eager and excited about our future and the opportunities we can achieve with our energy. We are looking for a plan to allow for growth in a fast pace growing community while maintaining a strong level of fellowship and servitude rooted in our ELCA foundation and the gospel.

## **History/Work To Date**

Steps taken to bring us to Rally Sunday 2008:

- Council re-engaged the Long Range Plan Committee to evaluate where we are today and where should we be going, doing and hoping for our development with Jesus Christ and each other.
- Long Range Plan Committee began meeting in October 2007.
- Long Range Plan Committee (LRP) began our research by working through two basic channels: developing what we felt our Strength, Opportunities, Weaknesses and Threats are. We also met with the City Administrator to find out what is going on in the Waconia Community and the Community at large.
- LRP spent time with the Minneapolis Area Synod Bishop as well as regional staff. To identify the goals and hopes from the Minneapolis Area Synod and hope to go about working through growing pains while maintaining our connectiveness that we have worked hard to achieve.
- LRP spent the next 2 months conducting a congregational survey (428 responses) and conducting 16 separate listening sessions to hear feedback from what we have learned and where we should go.
- LRP provided updates to the Church Council and congregation through monthly newsletter articles, temple talks, creating a blog on our church website and producing a communication point outside the sanctuary.
- LRP plan presented to the Church Council in May 2008 a revised Mission and newly developed Vision Statement that we feel reflects the underlying themes and comments we heard from our members over the last 4 months. Council is supportive of the Mission Statement.
- LRP updated the Congregation on June 1<sup>st</sup>, 2008.
- LRP spent the months of July through September identifying strategies to achieve the vision and articulating success factors for each of the strategies.
- LRP created "Planning in a Box" to help roll this out to the individual ministries to create the 2009 implementation plan.

## **Mission Statement**

To Learn, Serve and Share the Gospel by growing in our relationship with Jesus Christ, one another and those beyond our walls.

## **Faith Lutheran Church's Vision**

We will fulfill our mission statement through:

- Unyielding Faith
- Strong ministries that engage our members
- Active participation in our Church and Community

## **Six Key Strategies to Achieve Vision**

- Engage entire congregation in some form of Bible education
- Create culture where every youth member of FELC would have 5 Available, Authentic, and Affirming (AAA) adults in their lives
- Complete one all congregational local mission project each year
- Create involvement and overabundance of volunteers for each ministry
- Create a strategic plan for each ministry area
- Determine a plan for current and future facilities

## Multi-year Plan/Approach

<b><i>Strategic Direction: Engage entire congregation in some form of Bible education</i></b>		
<b>Current Reality</b>	<b>12 Month Accomplishments</b>	<b>2-3 Year Success indicators</b>
<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Desire for this type of education by the congregation</li> <li>• Large amount of resources available to FELC               <ul style="list-style-type: none"> <li>○ Synod programs</li> <li>○ Synod web site</li> <li>○ Seminaries</li> </ul> </li> <li>• Strong Pastoral &amp; staff support</li> <li>• Strong lay support &amp; resources</li> </ul> <p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Limited involvement in current programs by the congregation.</li> <li>• Lack of coordinated approach for all ages.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinated plan for Bible education for all ages that is used at worship as well as daily life.</li> <li>• Leverage all available resources within and outside our walls</li> </ul>	<ul style="list-style-type: none"> <li>• Trained lay people to lead and/or expand program(s).</li> <li>• Increased participation</li> <li>• New members transition into Bible education.</li> </ul>

<b><i>Strategic Direction: Create a culture where every youth member of FELC would have 5 Available, Authentic, and Affirming (AAA) adults in their lives</i></b>		
<b>Current Reality</b>	<b>12 Month Accomplishments</b>	<b>2-3 Year Success indicators</b>
<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• FELC has passion for intergenerational endeavors</li> <li>• We have a 2 year period where kids are engaged with adults via confirmation classes</li> <li>• Sunday School participation is strong.</li> </ul> <p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Requires a culture change</li> </ul>	<ul style="list-style-type: none"> <li>• Start the conversation with the congregation</li> <li>• Create opportunities for intergenerational work – examples:               <ul style="list-style-type: none"> <li>○ Kids on ministries</li> <li>○ Kids helping out with programs (spring clean up, etc)</li> <li>○ Adults working with kids on “feed my starving” children.</li> <li>○ Kids running</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Training in place at Faith for adults</li> <li>• We see youth and adults together – adults are comfortable initiating conversation with kids of all ages.</li> <li>• Relationships are built.</li> </ul>

<ul style="list-style-type: none"> <li>• Could cause anxiety among adults.</li> <li>• Education building is separate from sanctuary.</li> </ul>	<ul style="list-style-type: none"> <li>○ services.</li> <li>○ Kids signing up for volunteer opportunities.</li> </ul>	
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**Strategic Direction: Complete one all congregational local mission project each year**

<b>Current Reality</b>	<b>12 Month Accomplishments</b>	<b>2-3 Year Success indicators</b>
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Great opportunity for fellowship.</li> <li>• FELC has many members with great depth of resources &amp; skills to benefit a mission project</li> </ul> <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Getting commitment from volunteers</li> <li>• Finding a program that draws us together locally</li> </ul>	<ul style="list-style-type: none"> <li>• Form a group to research and identify up to 5 possible mission opportunities – submit list to Social Outreach within 90 days</li> <li>• Council supports mission and announcement / information given to members</li> <li>• Mission work is completed</li> </ul>	<ul style="list-style-type: none"> <li>• FELC continues to have one mission each year that members submit with our resources.</li> <li>• Opportunity to add more mission projects if volunteers and support exits.</li> <li>• People in Waconia and surrounding areas get involved and support our mission</li> </ul>

**Strategic Direction: Create involvement and overabundance of volunteers for each ministry area**

<b>Current Reality</b>	<b>12 Month Accomplishments</b>	<b>2-3 Year Success indicators</b>
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Over 5,000 annual volunteer opportunities</li> <li>• 1,300 volunteers fulfilled the volunteer opportunities</li> <li>• Volunteer Coordinator in place</li> <li>• Lots of potential in the congregation</li> </ul> <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Our volunteers may be overworked.</li> <li>• Follow up when people inquire about</li> </ul>	<ul style="list-style-type: none"> <li>• No Gaps in volunteers – meaning we’re not scrambling to fill volunteer opportunities</li> <li>• Understand who our volunteers are, what they are volunteering for, and how the opportunities are distributed</li> <li>• Ministries are full</li> </ul>	<ul style="list-style-type: none"> <li>• Cultivate a pool of future leaders for opportunities at Faith</li> <li>• Process &amp; technology in place to match volunteers to opportunities in an efficient and effective manner</li> </ul>

opportunities. <ul style="list-style-type: none"> <li>• Awareness of opportunities.</li> <li>• Matching gifts to volunteer opportunities</li> </ul>		
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<b>Strategic Direction: Create a strategic plan for each ministry area</b>		
<b>Current Reality</b>	<b>12 Month Accomplishments</b>	<b>2-3 Year Success indicators</b>
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• We have 6 ministries areas</li> <li>• Staff aligned with each ministry</li> <li>• Council aligned with each ministry area</li> <li>• Access to resources within congregation to help the ministries create the plans.</li> </ul> <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Ministry areas operate in silos</li> <li>• Ministry areas currently in survival mode</li> </ul>	<ul style="list-style-type: none"> <li>• Ministries make time to look for opportunities to collaborate with each other.</li> <li>• “Cross Pollination” occurs between ministries. (ideas, programs, etc)</li> <li>• Ministry areas provide quarterly status reports to council and congregation</li> <li>• Annual all ministry workshop</li> </ul>	<ul style="list-style-type: none"> <li>• Ministries are more proactive/less task (survival) driven</li> <li>• Strong orientation for new members and their participation</li> <li>• Ministries are executing their plans.</li> </ul>

<b>Strategic Direction: Determine a plan for current and future facilities</b>		
<b>Current Reality</b>	<b>12 Month Accomplishments</b>	<b>2-3 Year Success indicators</b>
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Beautiful Sanctuary</li> <li>• Room to grow for worship</li> <li>• Building plan in place with city approval</li> </ul> <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• South Building</li> <li>• Disconnected staff</li> <li>• FELC has lost focus, knowledge, and memory of the plan and</li> </ul>	<ul style="list-style-type: none"> <li>• Create a plan to re-educate congregation on where we’re at (1<sup>st</sup> 90 days).</li> <li>• Initiate the conversation             <ul style="list-style-type: none"> <li>○ Where we are</li> <li>○ Where we were</li> </ul> </li> <li>• ARM restructured (Dec 2009)</li> <li>• Capital Campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Plan is created</li> <li>• Executing against the plan</li> <li>• Under <b>ONE</b> roof</li> </ul>

how we came to it		
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## **2009 Implementation Plan**

<b>2009 Implementation Plan</b>				
<b>Strategy</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
<i>Engage entire congregation in some form of Bible Education.</i>	•	•	•	•
<i>Create a culture where every youth member of FELC would have 5 Available, Authentic, and Affirming (AAA) adults in their lives.</i>	•	•	•	•
<i>Complete one all congregational local mission project each year.</i>	•	•	•	•
<i>Create involvement and overabundance of volunteers for each ministry area.</i>	•	•	•	•
<i>Create a strategic plan for each ministry area.</i>	•	•	•	•
<i>Determine a plan for current and future facilities.</i>	•	•	•	•