

KAIROS

St. Paul Lutheran Church
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Dr. Dale Olson, Consultant
Ann Bailey, Owner and CEO

STRATEGIC PLANNING

REPORT OF FINDINGS WITH RECOMMENDATIONS

KAIROS AND ASSOCIATES

3459 Washington Drive, Suite 100

Eagan, Minnesota 55122

Phone: 1.800.851.3019

Fax: 651-289.3211

Email: Kairos@kairosandassociates.com

Web: www.kairosandassociates.com

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Consultant's Statement

I consider it a privilege to be invited to partner with St. Paul Lutheran Church during this centennial year. Together we have imagined what God can do and will do in the next few decades. From my 28 years background as a pastor and now as a ministry consultant, I understand what's at stake for St. Paul Lutheran in this process, and I take very seriously my commitment to reflect and interpret carefully what I have heard, seen, and read in my interactions with St. Paul's leadership and members. Together, during this special year as a congregation, I have witnessed the desire to honor the past, sharing the stories of St. Paul's ministry while embracing the future with a new zeal.

St. Paul Lutheran is at its crossroads. Many pastors, leaders, congregational members, youth and seniors have left an imprint upon the faith life of this city. In celebration of past ministries, I also hear a sincere desire to positively impact the future with solid planning, preparation, wisdom and insight. I commend the congregational leaders in their planning and faith to believe a bright new future is already being shaped by God. I join with the leaders in sensing the magnitude of responsibility to move these observations and recommendations into a clear plan of action.

Besides feeling the privilege and responsibility in my time with St. Paul's, I consider it a pleasure to dialogue with very competent leaders, staff and dedicated members. St. Paul Lutheran is a congregation with many strengths, foremost among them a dedicated collection of talented, bright, and engaging members. What a joy it's been to meet and work with Pastor Chris Flohr; Elaine Ryan, the church staff, the Church Council and other leaders; and those who participated in the various events of the Strategic Planning Process. I am especially grateful to the members of the Strategic Advisory Council who were consistently eager to do anything necessary for the successful and fruitful completion of this process. With every step, they were prompt and organized, insightful and determined to prepare the groundwork for a new plan of action.

I pray for God's continued grace and love upon this congregation, and each person so blessed to call St. Paul Lutheran his or her church home. I look forward to see these plans give birth to new actions for ministry and new ways to impact the community and world in the years ahead!

Dr. Dale C. Olson
Kairos
30 May 2006

Restriction and Confidentiality Statement

It is important that this report be recognized as an internal planning document. Essential to its value is its candor, which is absolutely crucial in assisting the leadership of St. Paul Lutheran of Missoula, MT to make wise decisions for future planning. This study includes quotes and summaries of responses from study participants, collected through interviews, focus groups, e-mail submissions and comments from the congregational survey. It also includes recommendations from the Kairos team (particularly Dale C. Olson, the consultant and Ann Bailey, Kairos founder and CEO) based on the study data, additional congregational analysis and professional experience.

It is most desired that this report will not be regarded as some kind of a contrived document designed to promote or endorse any particular predetermined outcome or recommendation. Neither is it intended to take the place of the congregation's own process of earnest self-examination. Rather, it should be viewed as a comprehensive "snapshot" of the congregation at a single moment in its history, a resource for use among key decision-makers of St. Paul Lutheran, to plan appropriately for the future.

This report is and shall remain the property of St. Paul Lutheran, and as such, Kairos will not release this report (other than for internal instructional purposes) without the permission of St. Paul Lutheran Church.

Study Setting and Objectives

St. Paul Lutheran Church has become a "downtown" church. While the rest of Missoula is expanding to the north and many directions with an increase in growth of young families, the downtown area remains very constant with housing built over the last fifty years. Two landmarks are in close proximity to St. Paul Lutheran: The high school and the University, particularly the Lutheran Campus Ministry. Over the years, the school board has wrestled with relocating the high school, but the decision remains to stay at its present location. At the same time, St. Paul Lutheran is the closest Lutheran church to the campus life of college students in Missoula. In any case, St. Paul's historic building is a very visible landmark along the busy streets of the downtown area.

A feeling of expectancy surrounds this centennial year. Will the organ be completed? Can the completion of the organ be a "tipping point" that gives St. Paul Lutheran the confidence and determination to create a new atmosphere of reaching out to this growing city? The need for greater clarity and objectivity, and a solid plan to meet the congregation's renewed vision and financial situation, led St. Paul Lutheran to contract with Kairos, a national Christian resource development and congregational ministry consulting firm, for the purpose of exploring scenarios for the congregation's future

St. Paul's is at an important transitional moment in its life, a time marked by a centennial year and an eagerness to put into action many hopes and dreams that have been articulated before by building committees and members. The theme seems to be: "Now is the time to step out

and act.” In the past, many of the recommendations from building committees to improve the facilities have not resulted in action. Many have desired a better follow-through to improve the facilities. In addition, membership in the last five years has declined along with financial giving, and the average age continues to grow older. How will St. Paul turn around this decline and reach out to invite new people into its membership so more people in Missoula may know Jesus Christ? How can the improvement of the present facilities be a tool to invite more people to St. Paul Lutheran? Some boldly say, “Either decide to make the needed repairs to our facility or move.” Some view the future as a congregation who will continue to decline and not change dramatically. Others yearn for a clear and comprehensive vision for a new future, a new vitality, a clear and well-designed plan that will lead to action and renewed commitment to grow.

Process Overview

Kairos was engaged by the congregation to conduct a Strategic Planning Process (SPP) during the period of February to June, 2006. Dr. Dale Olson and Ann Bailey served as the Kairos consultants.

A planning team of St. Paul’s members, referred to as the Strategic Action Committee (SAC), was convened to chart a course for the project, provided for all logistical arrangements, and interacted with the consultants for the maximum participation of the leaders and the congregation at large. As a first step in the process, the SAC scheduled a “Listening Dialogue” for any St. Paul’s members and leaders who chose to participate. This listening dialogue was scheduled on Saturday, April 22nd which provided the necessary input to shape the questions and format for the discovery phase of the process by identifying a set of themes or topics that would guide later exploration with the congregation. That set of themes was offered as a prospectus, written in the form of questions, which served as a basis for conversations held with 21 individual interviews and four focus groups to encourage a wide variety of participants. The themes of the prospectus also influenced the writing of a congregational survey, provided by Kairos, distributed during the morning worship on Sundays May 21st and 28th.

The congregational survey was completed by 198 people and tabulated, with professional analysis of data provided by Kairos’ experienced staff statistician. Upon completion of this process, the consultant worked with the data from these events and sources, along with other congregational materials and on-site experiences, to write a report and provide recommendations to St. Paul Lutheran.

Prospectus

Through initial conversations and consultation, along with information gleaned from the Listening Dialogue and e-mail comments submitted directly to the consultant, an overall prospectus that lays out the needs and hopes for St. Paul Lutheran was written. The prospectus for St. Paul Lutheran is as follows:

The Mission Statement for St. Paul Lutheran Church, Missoula, MT: “The mission of St. Paul Lutheran Church, as we enter our second century, is to renew our faith and spirituality, to rejoice in God’s saving grace, and to reach out to our community, the nation and world as we enthusiastically share the Gospel of Jesus Christ.”

Three intentional active directions in the mission statement are emphasized as St. Paul Lutheran celebrates a century of ministry: 1) RENEW the faith; 2) REJOICE in the Lutheran tradition of God’s grace; 3) REACH OUT to share Jesus Christ. As we plan for the future, what is God calling us to do in the three areas so the Good News of Jesus Christ will transform more people within our church and in our growing community?

MISSION and MINISTRY:

Through the last decade, St. Paul Lutheran has moved from a ‘traditional worship’ style to a ‘blended worship’ style. With the completion of the organ, the music ministry will be raised to a new level. Already, many talented volunteers participate in the music and worship ministry. As we look to the future, will we want to consider other worship styles that would minister to people of different ages and cultures?

Second, many friendships are formed at St. Paul Lutheran. However, as more new people move into the city, St. Paul will be challenged to discover ways to welcome new people and intentionally reach out to them as described in the mission statement. Certainly, this will be a growing area for St. Paul Lutheran. How can we better communicate to our community that St. Paul is welcoming church with a heart to serve? What kind of groups can be developed to meet the needs of the community? Should we develop more small groups to increase the discipleship and sense of belonging for our long-time and newer members? How can we equip people to live a Christ-centered 24/7? How can we get the word out about our church’s ministries?

Third, one of our successes has been the reorganization of our church council and ministries. The structures and personnel are in place for us to expand. One goal has been for better communication. A position on the council has been defined to represent the improved communication network. Has communication improved? Can you tell the difference? What other leadership and/or administrative areas need upgrading?

Fourth, in terms of outreach to the city, the most visible has been the financial support and participation for the Habitat for Humanity project. We are grateful for the deep support which will create a new future for a needy family. What other kinds of community outreach programs do the people of St. Paul want to focus on as part of their mission?

STAFF:

The present staff has created a warm and stable worshipping community. We are grateful for the leadership of Pastor Chris Flohr. His calm and generous ways along with his steady and friendly leadership have been a blessing for this church and community. Our staff now includes a part-time volunteer coordinator and part-time parish nurse. How have these services affected you and your family? One of the needs of our staff is in the area of our youth. If we want to be intentional about our youth and young families, then we will need to explore ways to reach this growing population of Missoula. What ideas might you have to help St. Paul to attract, welcome and involve young families and teenagers?

FACILITIES and PROPERTY:

Our greatest needs are visible with our building. Foremost is the need for a welcoming/gathering area. If we intend to live out our mission statement, we need to make our building welcoming. Presently, a visitor is often confused about which door to enter.

Second, within our building, many rooms need to be updated. These projects have been on the “to-do” list for years, and your church leaders believe now is the time to complete a comprehensive renovation of our facility.

Third, intentionally reaching a special group of people sometimes requires certain accommodations. If we want families with babies and toddlers, then our nursery needs to be closer to the sanctuary and redesigned to meet the needs of young families.

Fourth, parking and our location are issues. How do we grow if we are land-locked? What is the long-term future for our congregation at this site? What strategic plan can we develop to most effectively use this location? How do we improve our curb appeal and take advantage of the high traffic pattern?

RESOURCES

Some may believe that our financial resources are limited. However, we can never outgive God. Over these past 100 years, God has blessed all of us.

Our cup runneth over. Like Christians of the past, our faith comes with challenges. We can't remain the same. We are called to stretch and grow in Christ. Therefore, we are at an important fork in the road during our centennial celebration. We want to honor the past, but we are called to look ahead and embrace the future. What is God calling us to do? If we are honest, all of these questions will cost us our financial resources.

Over the past five years, we have basically remained the same with baptized membership; however our worship attendance has dropped an average of 10% and our income has not kept pace with our needs. What suggestions do you have to change our future to a growing trend that matches our growing community?

A new future lies ahead of us. What other projects do we need to consider to strengthen our church's vitality? God is already before us shining the light to our path. We call upon you to prayerfully consider how God is calling St. Paul Lutheran to be the best ministers in sharing abundant life and faith to this community. We believe God will do great things through you over these next few months. We look forward to hear your perspectives and value your input as we plan our next 100 years.

God bless you.

Strategic Advisory Council

St. Paul Lutheran Church, Missoula, MT
Kairos Strategic Planning Process, 2006

As a result of the “Listening Dialogue” conducted at St. Paul Lutheran Church on Saturday, April 22, 2006, a number of issues have been identified for further discussion and exploration. During May of 2006, personal interviews, focus groups, and a congregational survey will be professionally conducted for the purpose of learning more about its members’ feelings and desires for St. Paul’s future.

The questions below reflect a general summary of the issues for which we are “prospecting” in this strategic planning process. Please give these questions your thoughts as you “pray your way through” important issues for the future of St. Paul Lutheran.

- 1) In your opinion, list some specific things St. Paul Lutheran Church is doing well that should definitely be carried into the future?
- 2) In your opinion, list some specific things St. Paul Lutheran Church could do differently to improve its effectiveness in the future?
- 3) Review the prospectus...we are going to concentrate on six areas: Worship, membership, youth, community outreach, facility needs, current site and finances.

WORSHIP – Do you think worship should be changed in any way? If so, how and for what purpose?

MEMBERSHIP -- Is growth in membership important? What can be done to attract new people?

YOUTH – How do you rate St. Paul’s programs for:

Younger kids:

Mid age kids:

Older age kids:

Young adults:

COMMUNITY OUTREACH – How important is community outreach to you?

What additional areas would you like to see addressed?

FACILITIES – What would you list as priorities of facility needs and upgrades?

CURRENT SITE -- What do you feel is the long-term future of St. Paul at the current site?

FINANCES -- What is your understanding of St. Paul’s finances?

What do you think we should know about St. Paul Lutheran Church that will help generate a successful capital fund raising experience?

Findings

The Findings section is intended to serve as something of a mirror, to reflect back to the congregation a summary of responses to the questions posed by the Prospectus. In each summary, representative responses are included. The responses were gathered from interviews, focus groups, submitted comments, and the congregational survey. Directly quoted words or statements are indicated with quotation marks when used within general summaries; bulleted summaries are either direct quotes or slight paraphrases of statements made. In any case where paraphrasing occurs, great care has been taken to accurately preserve the sentiment of the statement paraphrased, while at the same time protecting the confidential nature of the process.

Please note that bulleted lists below may not be exhaustive, but are intended to reflect the most prevalent, pertinent and/or frequent responses.

1. In your opinion, list some specific things St. Paul Lutheran Church is doing well that should definitely be carried into the future?

- **People are friendly.** Many of those interviewed had been members for decades. In the survey, 43.9% had been members for over 20 years. They grew up in this church and this is their church home. However, many wondered if the friendliness extended to strangers who visit. In the congregational survey, many affirmed the friendliness but a substantial number of people disagreed with the perspective that the church “welcomed new people.” A positive ministry seemed to be the Bread Ministry that delivers fresh bread to guests at worship.
- **Genuine care and compassion.** Many of the parishioners interviewed spoke with great appreciation for the friendships and relationships with which they have been blessed through their participation in St. Paul’s. Not surprisingly, the intensity and depth of those relationships correlate strongly with the length of time an individual has been at the church, and the level to which they’ve chosen to be integrated into the congregation’s ministry. Several spoke most appreciatively of the grace and compassion with which fellow church members have embraced them in times of trouble. Some of the signs of genuine care and compassion were the 200 prayer shawls knitted by members which were given out over the past two years. Also, the quilts given to Lutheran World Relief were an outward expression of concern for the world
- **Talented people on the church council.** Many recognized the talented and gifted leaders, past and present, who have served on the church council. In the congregational survey, respondents overwhelmingly affirmed the “wise leadership” to make decisions in the future. Although some were critical of the recent decision of the organ, a majority were positive about the past decisions of reorganizing the council and their decision-making.

- **Music.** People spoke with gratitude about the excellent music ministry and the many volunteers involved. The congregational survey indicates a great support for the music ministry and a high degree of “satisfaction” with the music. However, some mentioned the difficulty of hymns selected for worship. For example, a comment heard more than once said, “I would like to see more updated and upbeat music during worship.” Especially in the interviews, others emphasized the need for easier songs to sing during worship.
- **Outreach.** The generous gifts of financial support raised for Habitat for Humanity gave the congregation a new confidence in responding to a need. Also, 122 quilts were shipped to Lutheran World Relief this year. Another example at Christmas is “Christmas Plates” of homemade cookies and candy donated by members and delivered to bereaved and shut-ins.
- **Staff.** Many were grateful for the ministry of Pastor Chris, his kind and generous ways. Also, they articulated their support for the AIM position. They felt the volunteer program had become better organized under the direction of Elaine Ryan. In regards to the youth program, some voiced concern at the low attendance of youth in church after confirmation. Also, some voiced their dream of having a second pastor again.
- **Programs.** The nursing program was highlighted as an important program. Also, the volunteer spirit was emphasized. Whether it is with the outreach, music or other ministries, people seemed satisfied with the direction of many of the ministries to effectively carry out the mission of St. Paul Lutheran.

2. In your opinion, list some specific things St. Paul Lutheran Church could do differently to improve its effectiveness in the future?

- **Action.** “Plans never turn into action.” “Lots of slogan talk but no action.” Many felt disappointed in the lack of follow-through in the congregation. For example, time was spent considering a new gathering place but nothing happened. The building committee made recommendations to repair the building without any results. People are anxious to see the organ completed so a new plan of action can be implemented. This time, people want to see hopes and dreams turn into action.
- **Evangelism.** Many feel dismay over the apathy toward inviting new people into the congregation. While many view the congregation as friendly, they are not quite sure that they have been friendly to visitors in the past. Since the congregation is aging, many want to see a greater urgency in reaching out to new people. A frequent comment in the focus groups, interviews and congregational survey was the need to attract younger people. At this point, many are not sure what changes or additions will be needed to accomplish that goal.
- **Worship.** Some were very grateful for the peaceful and meaningful worship style. However, many recognized the need for an alternate style of worship to appeal to a younger generation. They did not want to minimize the Lutheran tradition and yet they looked forward to another choice in worship. A most frequent comment centered upon a need for greater energy during the worship.

One person said, “It seems like Lutherans are not allowed to feel anything in worship.” Some asked the question: *How can we make this a more vibrant worship? How come we can’t get more enthusiasm in our church?* Some pointed to the vibrant worship that they experienced at the Martin Lutheran King weekend. “We want some of that enthusiasm and energy in our worship.” People spoke of a longing to have a genuine joy restored to the worship as well as the congregation.

- **Youth.** Those who are long-time members have witnessed the decline in youth involvement. A trend is for youth to leave church after confirmation. All ages through the interviews and focus groups voiced this concern, even alarm, that St. Paul is not passing on the faith to young people in the very best way. Included in these comments were a longing to be more engaged in the Campus Ministry. Since St. Paul’s is the closest ELCA church, many desired a closer relationship with the college students.
- **Volunteer Ministry.** Many leaders and members are concerned that more people do not become active after joining or have become inactive recently. While others complimented the many volunteers, many saw a need to make this a priority. Members appreciated the work of Elaine Ryan as volunteer coordinator but emphasized the need for an improved system in training and enlisting volunteers.
- **Financial.** Some questioned the wisdom of spending money on certain projects. One said, “We are spending too much on ourselves rather than for others.” The organ was an issue regarding cost. Also, the value of contracting with *Kairos* was questioned. However, others reminded the SAC that St. Paul Lutheran needed fresh insights and perspectives into our financial resources and giving.

Seven areas of discussion:

- **Worship and Music.** The variety and tradition of worship music at St. Paul Lutheran was often mentioned. Many love the traditional worship while others enjoy the movement toward a more “blended” style of worship. Even people who treasure the old hymns wanted a more contemporary variety of music. Some of the suggestions to improve the worship were: Create more energy and expectancy in the worship. Shorten the worship. Try to use more visual aids like screens for the hymns although they do not want to see the worship turn into an *entertainment* worship. At the same time, create a more “sacred” feel to the worship. Many criticized the choice of music. “The songs are too difficult to sing. I come to worship to sing and not to have to work so hard at the music.” However, the congregational survey affirmed the overall music at worship.
- **Growth in membership.** While some thought that growth in members were not that important, many felt this was a high priority in the future of the church. Some pointed to an intentional reaching out to younger families. “What can we do to make this a more welcoming place for younger families?” Also, some pointed to the youth programs and the need for them to become more dynamic. The building was mentioned as a deterrent for attracting and even welcoming new people. Just the fact of the confusion in knowing which door to enter is a hurdle. One person said, “We need to get excited and then we will tell others.” Some felt

there was a need for more small groups so people could be connected to each other. Growth in membership is connected to the attitude of faith and desire for others to know Christ.

- **Youth and Children.** Three areas of concern were voiced. 1) High School age. We need to improve the high school youth program. Too many are leaving church after confirmation. 2) Our nursery is not adequate to meet the needs of young families. Younger families want the nursery to be closer to the sanctuary. 3) College age. How can we expand the ministry to college students?
- **Community Outreach.** Most were very satisfied with the degree of outreach to the community. It was noted that Missoula has one of the highest rates of non-profit agencies for one city. Therefore, many agencies are offering high quality assistance to the community. Almost everyone in the focus groups and interviews were proud of the monies raised for Habitat for Humanity. Here is an example of the “can-do” spirit that they want to translate into other areas of the church. One program that was mentioned as a void in the community is child abuse prevention.
- **Facilities.** In every interview and focus group, the facilities received the highest priority. While an overwhelming majority did not want to relocate to another site, many, at the same time, expressed the needs to improve the present building: “Now is the time to repair and renovate our beautiful building.” Why? So the ministry can flourish at St. Paul Lutheran. Four areas were listed as a priority: 1) A gathering/sending place. This was a frustration that the past plans were never acted upon. Therefore, almost everyone wants action on this item. 2) Basement needs a face-lift. Most did not like the feeling of “going down to the basement” or holding events in the present atmosphere of the room. 3) A new nursery for younger families. The suggestion is to transform the nursery into an inviting room close to the sanctuary so parents will feel comfortable in leaving their children there. 4) Restrooms. Many recognized the need for more handicap-accessible restrooms near the sanctuary. Other suggestions included: Remodeling the whole building; Better signage outside.
- **Current site.** The memories of friends and ministry abound in this historic building. While some drive a long distance to the church, others live close to the church. Some said, “The location has so much potential.” Others point to the business district and university campus as an advantage for ministry. However, it was the majority opinion to either repair the building or consider relocating although an overwhelming majority in the congregational survey did not desire such an alternative solution. Similarly, about two-thirds of the congregation did not want to purchase any adjacent parcels of land or buildings though in the interviews and focus groups, this was a topic of discussion. In addition, beginning a second worship site was suggested that would attract new families between Missoula and Hamilton but the congregational survey did not seem to attract much interest in this idea.
- **Finances.** While some felt debt was a problem, others saw debt as a sign that ministry was expanding. The perception seemed to be that “we were always behind on the finances. “ A few regretted the decision to spend so much on the organ. All were in agreement that the parking lot was a wise expense. Many

spoke with a confidence in the congregation that “people come forward and step up to the plate when there is a need.” Overall, there was a sense of confusion in the reporting of the finances. Many wanted a revised realistic clear picture of the financial condition at St. Paul Lutheran.

- **Communication.** While many leaders were proud of the reorganization, some were unsure that it benefited more effective communication. Also, there was a suggestion for a phone system with voice mail. Many commented on the website which needed to be updated regularly so people will visit the site often. From a facilities point of view, some recognized that a visitor to the church would find it difficult to locate the church offices. Overall, there seems to be confusion with the lines of authority so as to communicate a clear and definitive message.

3. What do you think we should know about St. Paul Lutheran Church that will help generate a successful capital fund raising experience?

Three items were most frequently addressed:

- 1) Complete the organ
- 2) Describe clearly the need and priorities for the investment into the program.
- 3) Address the skepticism of “nothing will happen this time either.”

The leaders and membership must be convinced that now is the time to bring our dreams and plans into action. Many believed that a “can-do” spirit would emerge and support financially a new future for St. Paul Lutheran. In the interviews, many indicated that they would volunteer and serve as needed to help make the capital appeal a success. One person responded: “This congregation has so much potential. I believe that God has blessed us and wants to grow our ministry. This is the right time for action.”

- **Additional needs:**
 - A clear vision: “We need a vision beyond mere survival!”
 - Clear job descriptions and reviews for staff
 - New urgency for outreach to our community

Summary of Recommendations

Identity, Values, Mission & Vision

1. Keep the new mission statement in front of people. Frequently use it in worship. It is an excellent mission statement affirming a) renewal of faith; b) Lutheran tradition of grace; c) outreach to the community and world. Let the mission statement give birth to action and the understanding of “church.”
2. Build on the positive past. People are affirming of St. Paul’s ability to carry out its mission. They appreciate the Lutheran roots and wise leadership. Honor the past and embrace the future.

Facilities: Top Priority

3. Begin realistic plans for a gathering/sending area.

4. Plan for handicap-accessible restrooms near the sanctuary.
5. Convene a team of young families to discuss the needs of a new nursery near the sanctuary.
6. Catch the attitude of action: Now is the time to upgrade the building. Very few are interested in relocating so improve the present facilities for a new future.

Worship: Priority

7. Instill more energy into the worship services.
8. Add a contemporary worship service.
9. Search out the ability to add more visuals in worship.
10. Use easier songs to sing in worship.
11. Create worship friendliness to visitors.

Evangelism: Priority

12. Offer a series of workshops on “Welcoming New People” in order to set up a new hospitality system to welcome and invite new people to St. Paul Lutheran.
13. Plan a “Bring-a-Friend Sunday” to kick-off this new spirit of welcoming.
14. Create flyers and/or door hangers to target new areas with new people and young families.
15. Update the website (the new communication tool) at least weekly. This is a must!

Attitude:

16. Pray for a “can-do” spirit to transform dreams and plans into ACTION. Give timelines for the process of study to action. Leave the lack of follow-through in the past and embrace a new attitude of stepping out in action.
17. Bring together staff and church council to understand the spirit of “complexity” in St. Paul’s infrastructure. How can the staff and lay leadership simplify the decision-making process to help volunteers and leaders act on goals?

Finances:

18. Change the reporting of finances. In the past, the reporting of the finances has created a perception of confusion.
19. After the completion of the organ, many believe that the congregation is ready and needs to enter into a major capital appeal.

Children and Youth

20. Expand Children and Youth Ministry to become *Children, Youth and Family Ministries* with clearly defined roles and expectations for parents and other adults, and provide for staff and laity training.

Staff

21. Empower someone to be a staff leader to direct the staff, bringing focus and accountability to the team, and provide resources for ongoing staff training. Redefine roles and institute staff reviews.

Stewardship

22. Commit to an on-going, comprehensive program of stewardship growth, promoting gratitude for God's abundant blessings as the primary motivation for giving.

Remarks on Recommendations and Key Issues

Identity, Values, Mission & Vision

- 1. Keep the new mission statement in front of people. Frequently use it in worship. It is an excellent mission statement affirming a) renewal of faith; b) rooted in the Lutheran tradition of grace; c) outreach to the community and world. Let the mission statement give birth to action and the understanding of “church.”**

Why is this important?

In today's world, people are bombarded by thousands of messages each day to tug at our hearts and loyalty. Similarly these days, we can easily forget what the purpose of our church if we are not reminded. The mission statement should be clearly visible of what our church stands for and where we intend to go.

Imagine a new person visiting St. Paul Lutheran and having no previous experience with Lutherans. During the worship service as new members are introduced, the congregation is asked to repeat the mission statement with the new members. In a matter of minutes, this visitor has a glimpse of the purpose and direction of St. Paul Lutheran. Therefore, the repetition of this mission statement becomes another guide along with the Word of God to carry out the mission of the church. As a result, the mission statement fuels the understanding of “church” which can help people who recently join and long-time members to create a standard of what the church ought to be.

How do we get it done?

Use the mission statement both written and verbally. Display the mission statement in a very prominent place in the narthex. Display it on church letterhead. Include the words in the newsletters, bulletins and mailings. Have the congregation repeat the words of the mission statement during the worship...receiving new members...in place of or in addition to the Creed...before and after the sermon...as a sending challenge into the world. When the members have repeated it enough times and have seen it enough to be able to speak it in everyday conversation, then members are ready to tell others what St. Paul's purpose is and the direction it is going. There is a pride in being able to tell others about their church with a great purpose.

2. Build on the positive past. People are affirming of St. Paul's ability to carry out its mission. They appreciate the Lutheran roots and wise leadership. Honor the past and embrace the future.

Why is this important?

"Be glad in the Lord and rejoice, O righteous..." (Psalm 32:11) This centennial year has been a special opportunity to celebrate the leaders of faith in this church and the ministry which has impacted and touched lives. Healthy churches know how to celebrate victories and accomplishment of goals. Celebrations create confidence and enthusiasm for the future. The fruits of the celebration shape the confidence to move forward, "If God has blessed us in the past, then God will certainly bless us in the future." In the congregational survey, people overwhelmingly felt that current ministries do carry out the mission of the church. This statement is rooted in the belief of St. Paul's leadership and its tradition to be a faithful church. In the congregational survey, there was very favorable support for the current ministries, the wise decision-making and the perspective that St. Paul Lutheran had a positive future. Therefore, just as this centennial year is concluding, the time is right to refrain from being stuck in the past but instead to embrace the future. What is God calling us to do to prepare for the future and minister effectively? Again in the congregational survey, a large majority agreed with the statement that St. Paul Lutheran Church was at a crossroads. Therefore, with the confidence from celebrating the past, this can also be the year that people are ready to make a big leap of faith to strengthen its future and be a faithful church for a changing and growing city.

How do we get it done?

Kairos recommends a Strategic Plan Kick-Off Celebration event by September 2006 to announce commitments and timelines to accomplish these goals. This celebration can be followed by a series of adult forums dedicated to pursuing the following questions, and others like these:

- What does it mean to be a Lutheran and Christian today?
- What special message do we have to share with the world?
- What particular message does St. Paul have that this city cannot live without?
- How can we share that message with a contagious passion?
- Where is God calling us to begin a bold initiative of action so others may know Jesus Christ?

Convene a team of people to bring input, determination and prayer into this Strategic Plan. Don't allow it to sit on the shelf and collect inaction. Let this centennial year in the history of the church be known as a year where great things began to change our future.

3. Begin realistic plans for a gathering/sending area.

Why is this important?

We live in a relational world. Researchers report that visitors to a church decide in the first ten minutes if they will return. This means a special emphasis on how visitors are greeted. In the congregational survey, the top priority is to plan and build a new gathering/sending area. In interviews and focus groups, people shared their disappointment in never seeing the past plans become a reality. If St. Paul is to specialize in welcoming new people, then it needs to invest in a physical space where all people feel welcomed.

Imagine all ages, leaders, long-time members, new people, those with special needs, all feeling welcomed in this new gathering place before worship or after worship. Imagine the joyful sound of people enthusiastic about sharing the good news of what's happening with one another and truly caring for one another as friends. Imagine the word on the streets of Missoula about the joy of being with friends in Christ at St. Paul Lutheran. The caring is deep because all at St. Paul Lutheran are valued and treated as a friend. The Bible says, "Be hospitable to one another without complaining." (1 Peter 4:9) Certainly, a new atmosphere of greeting one another in Christ's love will prevail in this new room.

How do we get it done?

With every dream comes four stages: a) The dream has been NESTING for a long time; b) The TESTING stage is a time to design plans, gain input, and test the waters of opinions; c) the INVESTING stage transforms dreams into actions; d) finally the CRESTING stage is the celebration of a dream completed to the glory of God. Therefore, focus on the TESTING and INVESTING stages:

- Seek congregational input through focus groups, forums and personal conversations.
- Seek congregational approval to enlist the services of an architect to design a gathering/sending area.
- At the same time, complete a Capital Funds Appeal to INVEST in the project.
- Select a Building Committee to lead the building project.

- Commit to timelines and develop an action plan that concludes with a celebration at its completion and first Sunday of use.

4. Plan for handicap-accessible restrooms near the sanctuary.

Why is this important?

If St. Paul Lutheran is committed to become a welcoming church to all, then handicap-accessible restrooms near the sanctuary are vital to the ministry. All ages will welcome these restrooms. This is not a luxury but a great need in being an inviting church. Although less people in the congregational survey saw this as a great need, the people expressing this need in interviews and focus groups encouraged this to be part of any remodeling process.

How do we get it done?

Plan the handicap-accessible restrooms into your overall building project. Make it a priority!

5. Convene a team of young families to discuss the needs of a new nursery near the sanctuary.

Why is this important?

Young parents are very concerned about the safety and care of their children. Particularly, when they are new or visiting and leave their children to care-givers on Sunday morning, they expect high standards of safety and quality service and atmosphere. Already, many young families have expressed a concern that the nursery needs to be closer to the sanctuary so they can attend to their child's needs, but not miss worship. In the congregational survey, an overwhelming response desired the presence of younger people. On the other hand, a majority did not share the urgency of a nursery. It also could be pointed out that 69.9% of those respondents of the congregational survey do not have children at home. Most likely, young parents have the greatest urgency for this need. Therefore, if the congregation is committed to attract young people, than the congregation will need to consider a new nursery as crucial for ministry to this population.

How do we get it done?

Schedule times to listen to the needs of parents and seek their ideas for the nursery. Encourage these parents to gather the criteria for a safe, modern and inviting nursery. Include a quality pager system into the plans. Finally, gather these ideas into your building design.

6. Catch the attitude of action. Now is the time to upgrade the building. Very few are interested in relocating so improve the present facilities for a new future.

Why is this important?

Almost everyone in the congregational survey expressed the perception that St. Paul Lutheran was at a crossroads in their history. At the same time, most felt the building had the potential for very effective ministry. Therefore, with the interest to reach new people and a belief in the “can-do” spirit of the congregation, St. Paul has a great opportunity to reshape its future as an inviting church which will impact the city for years to come.

Also, the question about beginning a second site for worship did not receive many in agreement. Perhaps, after the upgrade of this facility, this outreach need could be an ongoing discussion.

How do we get it done?

Decide to pray and act! Plan, listen, prioritize, begin a Capital Fund Appeal, and begin the building process. Be committed to complete an action plan. Set a timeline for action and a task force with a dynamic leader who has a good reputation for getting things done.

7. Instill more energy into the worship services.

Why is this important?

“Praise the Lord! Praise God in his sanctuary.” (Psalm 150:1) Part of worship is a sense of joy in gathering before our Lord. The early church on Pentecost gathered 3000 on the first day. These people had a contagious faith that convicted other people in knowing Jesus Christ who died and rose again. As a result, the early church grew because of the vibrant Holy Spirit within them. Faith in Jesus Christ should never be boring. Throughout our conversations with members, people were careful to separate a sincere energy with some kind of “show-style” worship. They gave high praise to the depth of worship, but a vast majority desired a “greater energy” in worship. One person said, “I don’t want things to be the same each Sunday. I want a feeling of expectancy. Change the feeling of worship some Sundays so we don’t get into a rut.” Therefore, the definition of energy seems to point to both the pace and feeling of expectancy.

How do we get it done?

Usually the pastor and musicians drive the tempo of the worship. a) Intentionally change the pace of the hymns; b) Gather a group of people around the pastor to suggest ways to make one Sunday a month a special Sunday with visuals or new feeling; c) Attend other churches who have mastered a balance in energy and Lutheran tradition. d) Attend a worship conference to bring ideas back to the congregation.

8. Add a contemporary worship service.

Why is this important?

A formula to remember is: *It is better to add than to change.* As a result, it might be easier to begin a contemporary worship on Saturday evening than to change one of the Sunday morning worship services. While some would not attend a contemporary worship service, more in the congregational survey expressed a willingness or desire to attend a new worship style. Many younger people responded with the need for a contemporary worship service. Again, if St. Paul Lutheran is interested in reaching a younger audience, St. Paul needs to consider how to incorporate a varied style of worship.

How do we get it done?

- Seek out professionals in your city, synod, and/or growing churches throughout the western United States to give you advice.
- Read books by worship artists (i.e., Kimball).
- Gather a team of musicians together who would lead the worship. Keep prayer at the center of this experience.
- Visit other churches with new styles of worship.
- Attend workshops on beginning a contemporary worship. (i.e., Fellowship Ministries, Tempe, AZ)
- Finally, plan for six months before you begin a new worship. Determine the day and time. Create an atmosphere of expectancy in the weeks before the first worship. Ask God to grow this service and foremost to reach out to new people.
- Give a “foretaste of the feast to come.” Teach children and youth some of the new songs that you will use in the first contemporary worship and invite them to the service.

9. Search out the abilities to add more visuals to the worship.

Why is this important?

We live in a visual world. In the church prior to the Reformation, most worshippers could not read so stain glass windows were created to tell the story of the Bible. In more recent times, people are trained for the visuals because of telecommunications. Experts in learning tell us that if people are able to see, hear and experience something, they learn better than just by listening to an event. As a result, visit other churches to see how they are helping the worshipper learn through visuals. Although this was not a priority in the congregational survey, this need is wrapped into the priority to attract younger people, adding more relevancy to life. One of the comments: "Having worship up on a screen to follow along with would be nice for current members and new members."

How do we get it done?

Form a study group to visit other churches and listen to professionals who regularly use visuals very effectively in worship, even in traditional experiences. This could turn out to be a very easy item to change and still have respect for the traditional perspectives.

10. Use easier songs in worship.

Why is this important?

People are eager to sing, particularly the old hymns. However, because people's lives are more complicated, they want worship to be "uncomplicated." Some said in interviews, "I don't want to work at singing the difficult songs." The worship focus should still be on the Word and Sacraments. The music should help the worshipper and not detract them from their experience with the transcendent God. While people are very satisfied with the music in worship, the interviews and focus groups mentioned this need to improve the singing and worship.

How do we get it done?

Choose songs for worship more carefully with the worshipper in mind who might not be able to sing very well. These days, make it easy for the worshipper to enter into the music.

11. Create worship friendliness to visitors.

Why is this important?

If St. Paul desires to reach out to new people, then St. Paul will have to intentionally provide a system of welcoming new people. Many suggested that they were not sure that they were very friendly to visitors. Now is the time to change those habits and introduce new wine skins to welcome people. The Great Commission reminds us of Christ's urgency: "Go and make disciples of all nations, baptizing them in the name of the Father, Son and Holy Spirit..." (Matthew 28:19)

How do we get it done?

- Ask visitors and new members who have joined within the last 12 months what they liked and disliked about their first experience. Use their feedback to improve your worship.
- Give leaders an exercise to walk up to the church in the footsteps of a visitor and notice what they see (i.e., signage, feeling of excellence, warmth, inviting, place for a visitor to go for information).
- Visit other churches to notice the role of greeters. A formula is: A visitor should receive a greeting from at least two greeters before they receive a friendly greeting from the usher.
- Assign mentors with a gift of hospitality to connect with new visitors.
- Once visitors are in worship, find ways to make visitors feel more welcome. (Remember the 10-minute rule: Visitors decide in the first ten minutes of worship if they will return.)
- Develop a follow-up system in place where a person is contacted after each of their first three visits by phone, letter, and email.

12. Offer a series of workshops on "Welcoming New People" in order to set up a new hospitality system to welcome and invite new people to St. Paul Lutheran.

Why is this important?

The Great Commission is to "Go, make disciples of all nations..." As the disciples in the early church moved out from Jerusalem, they were known by their love and hospitality. They cared for the neglected and welcomed people in the name of Jesus who were their enemies as well as their neighbors. As a result, the church grew.

Missoula is a growing city. People are moving into this city with deep spiritual needs. Moving to a new house and relocating to a new city are one of the prime times when people are more open to be invited to a church. St. Paul's membership has responsibility with great possibilities to invite these new people to Missoula to worship at St. Paul Lutheran.

However, life is always a trade-off. If we are content to minister to just our own people, we are comfortable but most likely declining in membership. If we reach out to new people, we might have to change some of our habits to help them on their road to discipleship. The trade-off is that we might be changed in the process, and more people inside the church walls and outside the walls will grow in their faith...the highest calling for a Christian.

How do we get it done?

- Schedule a series of workshops on “Inviting and Welcoming New People” for church council members, leaders, volunteers and all members of the congregation. (Contact your synod for suggestions or call the ELCA churchwide offices 1-800-638-3522 and ask for the evangelism staff to connect you with a national partner in evangelism who is an expert in this topic.
- Read books (i.e., *Kicking Habits* by Thomas Bandy) and order videos on developing a hospitality in the church.
- Develop a greeter system that stations a greeter in the parking lot and at least one at the entry to the church.
- Measure your hospitality by asking leaders to complete a checklist about “First Impressions,” Narthex Neighborliness,” “Welcoming Worship,” and “Follow-up.” (Resource: *Hospitality in Warm-Hearted Congregations*, ELCA/Augsburg Fortress #67-3344)
- Develop your follow-up system so a visitor receives some personal contact (letter, phone, email) after each of the first three visits. Have them give you input about first impressions.
- Attend the National Outreach Conference in San Diego, CA (November 2006) to learn about many ways in reaching new people in Christ.
- Contract with Kairos for Dr. Dale Olson, who was the Associate Director for Evangelism of the ELCA, to lead a congregational workshop on *How to Grow as an Inviting Congregation?*

13. Plan a “Bring-a-Friend Sunday” to kick-off this new spirit of welcoming.

Why is this important?

Although people know they should invite others to worship, most often they just “don’t get around to it.” Therefore, schedule two “Bring-a-Friend Sundays a year. Order a planning guide,

“Bring-a-Friend Sunday,” which is available through many Christian publishers. The purpose is a) to make it fun, easy, and exciting to welcome new people on a weekend of worship outside of Christmas and Easter. They will discover through a planned, systematic schedule of eight weeks in preparation, the level of energy will grow to be confident to invite new people. b) All ministries including the music staff, Sunday School, youth, church council and everyone are working together to make this the best welcoming place in town. c) As people grow in their confidence to invite others, they begin to grasp more clearly their call to “make Christ known.” d) The congregation will discover the value of invitation and hospitality as new people who experienced “Bring-a-Sunday” will return for their second and third visits and finally become members. The bottom line is it works! Visitors do come. With these guides, everyone can welcome a new person...someone with a longing for faith. Researchers report that everyone knows eight people who do not go to church. Those who are invited are more likely to join a church’s membership than those who come on their own. (*Friendship Sunday Planning Guide*)

How do we get it done?

Order a “Bring-a-Friend Sunday” kit from a Christian publisher. (Also, ELCA/Augsburg Fortress guide called, *Friendship Sunday Planning Guide*, #67-3343) Spend eight weeks promoting this event so members will find it easy and fun to welcome new people to one particular weekend of worship. All the ministries including the music and worship staff, Sunday School, youth, and church council are working together to feel the excitement of making St. Paul’s a “welcoming place” for new people. (*Friendship Sunday Planning Guide* reports on one growing church in the west that 80% of their members invite one other person to come to church each year; 60% invite three or more; 28.% invite eight or more people each year.)

Another way to invite visitors is to host special musical concerts and family events (i.e., “Heroes Unmasked” by Group Publishing), providing the same feeling of hospitality. Have people order tickets to discover who are your hospitality leaders.

14. Create flyers and/or door hangers to target new areas with new people and young families.

Why is this important?

People receive thousands of mailings in a month to appeal to our needs and desires. Those organizations that are visible get the attention. The direction has changed in the church, reverting back to early Christianity. No longer are people just coming to the church. (“If we

open the doors of the church, they will come.”) Rather, the church is expected to come to the people.

New people to the community are very open to a church, but do not know where to begin looking. If someone in their neighborhood does not recommend a church, they simply begin church shopping for any church or just delay the process until a child is involved with a church. Therefore, the most visible receives the attention.

How do we get it done?

a) Contact someone in advertising to gain their expertise; b) Convene a team of people who are professionals in advertising or marketing to shape a communications plan; c) Contact the website, *Outreach. Com* for printed resources of banners, flyers, and door hangers; d) Order resources from companies like *Outreach*.

15. Update the website (the new communication tool) at least weekly. This is a must!

Why is this important?

The younger generation will most often first look at the website before attending a church. The website can be an effective cost-saving tool for communication in the church.

How do we get it done?

Assign a staff person to update the website every Monday and every Friday; supervise a lay person with this gift; or hire a young computer website expert.

16. Pray for a “can-do” spirit to transform dreams and plans into ACTION. Give timelines for the process of study to action. Leave the lack of follow-through in the past and embrace a new attitude of stepping out in action.

Why is this important?

Many in the interviews, focus groups and questionnaires listed the characteristic of the congregation’s lack of follow-through as a major disappointment. As similar to employers or parents, when someone breaks a promise by not completing a project, a trust level begins to be broken. Yet, trust is the glue to any organization. Lack of trust turns inward to lack of confidence. As a result, in congregations, lack of trust breeds fear to step out with new projects.

St. Paul Lutheran has told the stories of faith over these past one hundred years. Many of the people and ministries honored took a leap of faith. Jesus' disciples risked their life so the whole world may know of Jesus Christ. Many in the congregation believe that a "can-do" spirit still exists, and God has given St. Paul talented leaders and a many resources to step out and rewrite the future.

How do we get it done?

a) Pray for a new spirit to capture the heart of the people...to be willing to step out in faith; b) use videos for leadership training (i.e., Joel Barker on the topics of "paradigms;" DeWitt Jones, photographer and teacher about change and perception). c) Schedule a retreat for the church council and staff to create goals and timelines for a completion of these goals in increments over a period of twelve months.

17. Bring together staff and church council to understand the spirit of "complexity" in St. Paul's infrastructure. How can the staff and lay leadership simplify its decision-making process to help volunteers and leaders act on goals?

Why is this important?

If volunteers are not able to volunteer when they are feeling called, they may give up the idea in search of somewhere else to volunteer. If a volunteer has to overcome too many hurdles to get a project completed, they may choose to not volunteer again. In our busy world, volunteers and leaders do not have time, energy or patience with complex systems. Volunteers expect quick actions to projects. In a more "team-based" culture, people do not want to ask permission at every decision. People want a permission-giving system that makes it easy to try new ideas with minimal control but with an expectation of excellence.

How can we get it done?

a) Read *Kicking Habits*, Thomas Bandy (Nashville: Abingdon Press, 1997); b) At the same planning retreat for church council and staff redefine leadership roles and create systems that empower people to volunteer in their area of giftedness with support and resources. c) Read as a staff and church council, *Twelve Dynamic Shifts for Transforming Your Church* by E. Stanley Ott (Grand Rapids, Michigan: William B. Eerdmans Publishing Company, 2002). For staff, discuss a chapter a week and at church council, discuss a chapter a month. Invite the congregation to focus groups using the chart on page 15—16. Evaluate the ministry at St. Paul's and establish goals along the spectrum of "traditional, transitional, transformational."

18. Change the reporting of finances. In the past, the reporting of the finances has created a perception of confusion.

Why is this important?

Perception is reality. In the interviews and focus groups, many said, “I don’t know if St. Paul Lutheran is doing well in the finances or not. It seems like we just don’t have any money.” People who give offerings to the church should have an easy way to understand the financial record of the congregation. Therefore, clarity and honest perspectives of financial analysis are necessary ingredients in keeping a level of trust with the church they love.

How can we get it done?

Continue to partner with Kairos, using the *Generosity Café*, to connect the vision with the financial perception and stewardship understanding.

19. After the completion of the organ, many believe the congregation is ready and needs to enter into a major capital appeal.

Why is this important?

It cost Jesus his life. He died so that we might have abundant life and salvation. Growing in Christ costs disciples their sacrifice and commitment. Because so many people see St. Paul Lutheran at a crossroads, many are willing to serve on a Major Capital Appeal, St. Paul is blessed to be in a centennial year where both the past and future can be celebrated. A new future can be born when disciples choose to invest in the future. Dreams become reality when the people of God are willing to step out in faith and invest into God’s future.

How can we get it done?

Call upon God to help St. Paul Lutheran to succeed in a Major Capital Appeal this fall of 2006. Pray and believe that God will create many miracles along the way. Believe that “with God, all things are possible.”

20. Expand Children and Youth Ministry with clearly defined roles and expectations for parents and other adults, and provide staff and laity training.

Why is this important?

In the congregational survey, the congregation is split on its evaluation of the children and youth ministry. A larger group of respondents indicated that they didn't believe the "current education program will attract younger people." Most often, thriving churches are desirable for their ability to make faith relevant to life, and to inspire greater discipleship in both young and old. The current program seems to be a concern for many.

To that end, Kairos recommends that St. Paul evaluate its present children and youth ministry and study other philosophies which can be stimulate the growth and depth of St. Paul's program.

For example, National Children's Pastor's Conference, Youth Specialties (Zondervan), Augsburg Fortress with new program "Akaloo," Youth and Family Institute in Minneapolis and Search Institute in Minneapolis are organizations to seek out new curriculum, resources and professional training for children, youth, and families. Also, Group Publishing offers professional training for congregational leaders and teachers who use their curriculum for Sunday School, midweek programs and Vacation Bible School. With organizations like these, children, youth and adult education can become more relative to life and teach Christian faith practices of prayer, study, worship, invitation, encouragement, service and giving.

How do we get it done?

The Youth & Family Institute offers a four-day, intensive "Hand in Hand Covenant Workshop" that integrates staff and congregation. In addition to such on-site services, the Institute also offers an excellent multi-day training called the "Child in Our Hands" conference.

Seek out your synod to offer you suggestions in new resources and parachurch organizations (i.e., Group Publishing, Youth Specialties, National Children's Pastor's Conference) which can help you recreate your children, youth and family ministries. Also, Luther Seminary, St. Paul, MN has a program of Youth leadership with Professors Rollie Martinson and Paul Hill who are experts with children and youth ministries. Also, begin a sermon series on "Sacred Parenting" to highlight youth and family ministry. (Resource: *Sacred Parenting...How Raising Children Shapes our Souls*, Grand Rapids: Zondervan, 2004)

Develop a leadership team of adults and young people, parents and teachers and church professionals to guide you in creating a new children and youth ministry.

21. Empower someone to be a staff leader to direct the staff, bringing focus and accountability to the team and provide resources for ongoing staff training.

Why is this important?

Tension exists within the staff because there is no designated leader. A team, like a small group, will breed unhealthy habits if there is no clear vision of direction and roles. Healthy teams need the ingredients of trust, confidence in each member, respect for each other, honesty and willingness to listen to input, and a determination with accountability to work together for a common vision.

Teams constantly need time to study, discuss, share feelings and set goals for action. Also, teams need a review of roles and work reviews. Teams either work together or become an irritation to each other. Therefore, spending the resources and time are worth the cost so staffs/teams can lead the way God intended.

How do we get it done?

a) Bring in a consultant to help the staff with working together, redefining roles and a system of work reviews (twice a year). b) Include in staff meeting times: Study, prayer, leadership teaching and review of goals; c) Discuss a chapter in a book (i.e., *Developing the Leader Within You*, John Maxwell, Nashville: Thomas Nelson Publishers, 1993) to focus the team's energy on being a team with a great potential to serve God. d) Together, the staff attends a satellite leadership conference of Willow Creek Ministries (August 2006); e) Invite Kairos to work with your staff to redefine roles and systems and strengthen levels of trust in communications.

22. Commit to an on-going, comprehensive program of stewardship growth, promoting gratitude for God's abundant blessings as the primary motivation for giving.

Why is this important?

It is Kairos' strong belief that when a shortage of funding threatens a congregation's work, greater emphasis needs to be placed on the parish's vision for ministry and describing how that ministry *makes a difference in the lives of people*. Christians yearn to know that their contributions (of money, time, talent, and so on) actually matter, and that the Church is a good steward of those contributions. Demonstrating to the congregation what a difference *is* being made through the church and its work is critical if people are to support it with passion and an enthusiasm that's contagious. Many of the recommendations above will contribute to that sense of good stewardship as well.

A comprehensive and highly intentional stewardship growth program will benefit the people of St. Paul's in connecting the dots between what they do and how they live with what the sacrifice Jesus made for us all, and the model of following Jesus in our daily life. It is only when these connections are made in a person's life that he or she will desire to make the kind of investment – rather than meeting a minimum requirement – of time, talent and treasure that true discipleship is about.

How do we get it done?

Kairos has much to offer in the area of stewardship education – its mission, after all, is “teaching the joy of giving and growing in Christ.” Kairos is committed to exploring with St. Paul's and its leaders in what way the church can best benefit from such a stewardship growth program.

APPENDIX 1

Listening Dialogue Themes and Issues

April 22, 2006

Hopes and Dreams:

Continue Habitat for Humanity project
Build a new gathering/sending area
Grow the youth program
Complete the organ project
Get more people involved with worship
Create more opportunities for outreach
Develop a Lutheran Care facility
Honor the tradition at St. Paul's Lutheran
Encourage people to be good stewards
Reach out to more young people
Begin an alternate worship
Develop a long-term plan
Improve our building

What we most value about St. Paul Lutheran:

The Lutheran tradition
Pastor Chris
Part-time volunteer minister and parish nurse program
Minister to the downtown neighborhood
The location has great potential
Appreciate the music in worship
The outreach of Habitat for Humanity and other special events
Martin Luther King weekend experience
Very friendly family
People are willing to drive a long distance to worship
The transition of the staff to the AIM
Building is used by many groups in the city
The reorganization of the church council and leadership

Top Issues Facing St. Paul Lutheran

Repair the building
Create a gathering/sending area
Handicap-accessible restrooms near the sanctuary
Relocate the nursery near the sanctuary
Develop a contemporary worship
Reach out to younger families
Improve the children and youth programs so they don't leave church after confirmation
Improve the follow-through of projects
Update the website regularly
Attract young people between the ages of 30—60
Learn to be more friendly to visitors
More energy in worship
Doesn't seem to be enough money
Declining worship attendance: What can we do?
Ministry to college students

APPENDIX 2

STRATEGIC PLANNING SURVEY

ST. PAUL LUTHERAN CHURCH
MISSOULA, MONTANA
Survey Data Analysis
May 2006

INTRODUCTION

The *Strategic Planning Survey* consisted of 27 statements to be responded to using the scale of (Strongly Agree, Agree, Disagree, or Strongly Disagree) and (Important or Not Important). The statements covered four areas: CONGREGATIONAL MISSION/VISION, WORSHIP AND MUSIC, MEMBERSHIP AND MINISTRIES, and FACILITIES AND FUNDRAISING. Nine demographic questions were asked, covering: GENDER, AGE GROUP, LIFE STATUS, AGES OF CHILDREN AT HOME, LENGTH OF ATTENDANCE, WORSHIP SERVICE ATTENDED, WORSHIP FREQUENCY, ANNUAL HOUSEHOLD INCOME, and ANNUAL HOUSEHOLD GIVING. Members were also given the opportunity to add additional comments.

SURVEY TABULATION

The responses to the surveys were tabulated in an Excel spreadsheet and then summarized using pivot tables. The summary data was saved to another spreadsheet for analysis and the wordings of the actual statements were shortened for better chart displays.

AGREEMENT / DISAGREEMENT CALCULATIONS

Originally the survey used a scale of 1 (Strongly Agree) to 4 (Strongly Disagree). “No Answer” responses were not included in the count. With this scale, an overall rating of 2.5 meant that the congregation neither strongly agrees, nor strongly disagrees with the statement. This scale does not graph well for presentation purposes. (For example, in a vertical bar chart, the higher the bar, the stronger the *disagreement*.) Therefore, after creating a horizontal bar chart using the original scores, the range of the scale was translated to (-10 = Strongly Disagree) to (+10 = Strongly Agree). With this scale, a rating of 0.0 means generally no strong agreement or strong disagreement. Using this range, the final formula for each statement on this survey becomes:

$$\text{STRENGTH OF AGREEMENT} = ((+10.0*SA) + (+3.333*A) + (-3.333*D) + (-10.0*SD)) / TR$$

Where: SA = # of respondents who Strongly Agree with the statement
A = # who Agree
D = # who Disagree
SD = # who Strongly Disagree
TR = Total Responses

When STRENGTH OF AGREEMENT is displayed on a bar chart, any bar above the x-axis indicates more agreement than disagreement. Bars below the x-axis indicate more disagreement than agreement.

IMPORTANT / NOT IMPORTANT CALCULATIONS

With only two possible answers (“Yes” or “No”, with “No Answer” discounted), the summary IMPORTANCE calculation was simpler. For each survey statement, the percentage of respondents who indicated that the statement is important was calculated:

$$\text{IMPORTANCE (\%)} = ((\# \text{ Yes Responses}) / (\text{Total \# Importance Responses})) * 100$$

When graphed with the STRENGTH calculations, 50% was set as the midpoint for the IMPORTANCE scale.

DISPLAY OF DATA

The above STRENGTH calculations have been sorted and graphed in a number of ways, with and without the IMPORTANCE calculations. The possible range of values is (-10 to +10) for the STRENGTH calculations. For the IMPORTANCE values, the scale is (0% to 100%). The midpoints of the two scales are 0.0 and 50%, respectively. The maximum values are 10.0 and 100%.

PRIORITY CALCULATIONS

Thus far, the data has been ordered in two ways, with all or parts of the data plotted in several different ways. With both STRENGTH and IMPORTANCE plotted on one graph, the areas for recommended concentration (or PRIORITY) for the leadership are *beginning* to become evident, yet not necessarily based on either the individual STRENGTH or IMPORTANCE scores.

A statement with low STRENGTH and low IMPORTANCE scores should receive a lower PRIORITY than a statement with higher STRENGTH or higher IMPORTANCE. Conversely, a statement with high IMPORTANCE and high STRENGTH does not need as high a PRIORITY. That area is already being addressed well, but it is still important and should not be ignored. A statement with low STRENGTH but high IMPORTANCE may need the highest PRIORITY. In other words, the statements with the biggest difference between the STRENGTH and IMPORTANCE scores generally need to receive the highest PRIORITY. Thus, a PRIORITY score was calculated to be:

$$\text{PRIORITY} = (\text{IMPORTANCE}) - (\text{STRENGTH OF AGREEMENT} * 5)$$

With some STRENGTH scores having a negative value, the multiplier (5) gives each scale a possible 100-point range – (0 to 100) for IMPORTANCE and (-50 to +50) for STRENGTH.

The range of the PRIORITY scores will vary, depending on the IMPORTANCE and STRENGTH OF AGREEMENT scores. The individual PRIORITY values are not significant by themselves, but are useful when compared with the other values of the dataset. An alternative calculation, useful when considering PRIORITY only, standardizes the range of scores (without affecting the order) to be between zero and 100, regardless of the IMPORTANCE or STRENGTH scores:

$$\text{S_PRIORITY} = ((\text{PRIORITY} - \text{LO}) / (\text{HI} - \text{LO})) * 100$$

Where: PRIORITY = the original PRIORITY score
LO = the lowest PRIORITY score in the original dataset
HI = the highest PRIORITY score

In theory, after the leadership effectively addresses the statements indicating the highest PRIORITY needs, all three calculations (STRENGTH, IMPORTANCE, PRIORITY) should sort in roughly the same order.

Occasionally, depending on the wording, a statement may receive a high STRENGTH, but low IMPORTANCE score. For example (but not included in this survey), “We have adequate programs for outside community groups.” Perhaps one or more community groups are using the facilities several nights each week. If the congregation feels that this should NOT be an important part of its ministries, the resulting scores may show a high STRENGTH OF AGREEMENT to the statement (Yes, we have adequate programs.), but a low IMPORTANCE score, possibly equating to a higher PRIORITY score. This would mean that the leadership should address the dichotomy of the members’ thinking. (Depending on the PRIORITY scores of the other statements and the wording of the statements, high STRENGTH, low IMPORTANCE scores may not be readily apparent. The consultant and congregational leaders need to watch for these possible inconsistencies.)

DEMOGRAPHIC DATA

The responses to each demographic statement were tabulated and summed. A survey without a response to a particular demographic statement was discounted *for that statement*. Percentages were then calculated based on the total number of answers to that statement. The percentage calculations are listed in the **Demographic** workbook. The breakdown for each statement is graphed on separate charts.

STRENGTH OF AGREEMENT WITH DEMOGRAPHIC DATA

There are countless other ways to analyze this data, using demographic information with one or more of the STRENGTH or IMPORTANCE statements, but a few statements seemed to particularly lend themselves to cross-tabulations with demographic data. These tables and graphs are located in the **Breakout** workbook. Note that the numbers in parentheses in the graph keys indicate the number of respondents for each category. Also, a graph which appears to have no bar for a particular category indicates a value of zero, meaning no responses for that category, or equal Agreement/Disagreement.

Strategic Planning Survey

Demographic Information of Congregation Members Responding to Survey

Gender	
Male	38.7%
Female	61.3%
No Answer	7

Life Status	
Single	26.5%
Couple	73.5%
No Answer	17

Age Group	
[14-18 yrs]	4.6%
[19-25 yrs]	3.1%
[26-30 yrs]	2.6%
[31-40 yrs]	7.7%
[41-50 yrs]	16.5%
[51-60 yrs]	26.8%
[61-70 yrs]	14.4%
[71-80 yrs]	16.5%
[80+ yrs]	7.7%
No Answer	4

Ages of Children at Home	
[Infant-5 yrs]	7.6%
[6-10 yrs]	8.8%
[11-15 yrs]	11.1%
[16-21 yrs]	13.5%
[> 21 yrs]	3.5%
No children at home	69.6%
No Answer	27

Length of Attendance	
Regular Guest	2.1%
< 1 year	2.6%
[1-10 yrs]	25.1%
[11-20 yrs]	26.2%
[21-30 yrs]	11.5%
[31-40 yrs]	12.0%
[41-50 yrs]	12.0%
Over 50 yrs	8.4%
No Answer	7

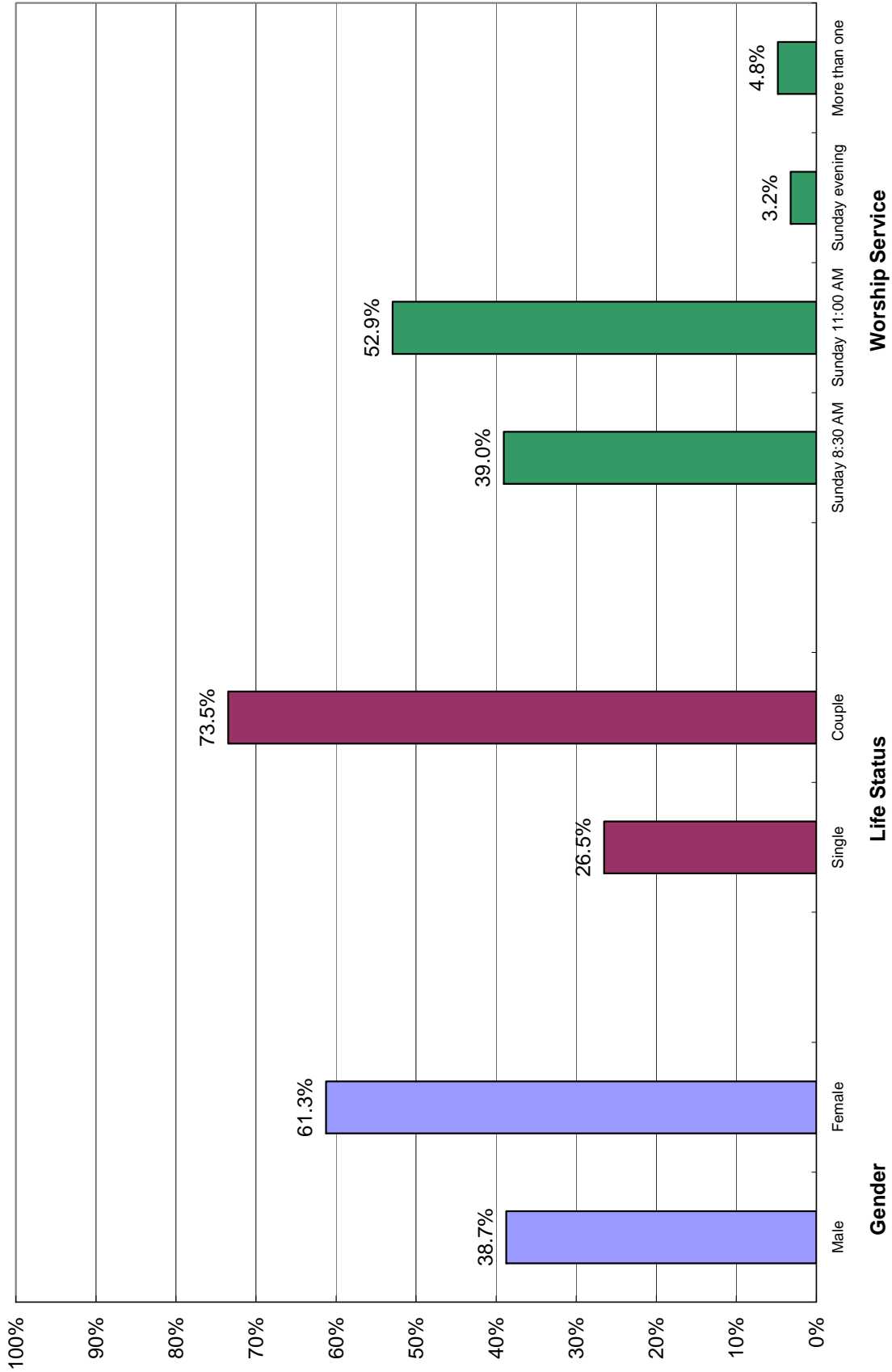
Worship Frequency	
Only special events	2.6%
Once a month	3.1%
Twice a month	13.0%
Three Times a month	34.4%
Every Sunday	46.9%
No Answer	6

Household Income	
Up to \$25,000	18.2%
[\$25,001 - \$50,000]	32.7%
[\$50,001 - \$75,000]	23.0%
[\$75,001 - \$100,000]	13.9%
[\$100,001 - \$150,000]	9.1%
[\$150,001 - \$200,000]	1.8%
Over \$200,000	1.2%
No Answer	33

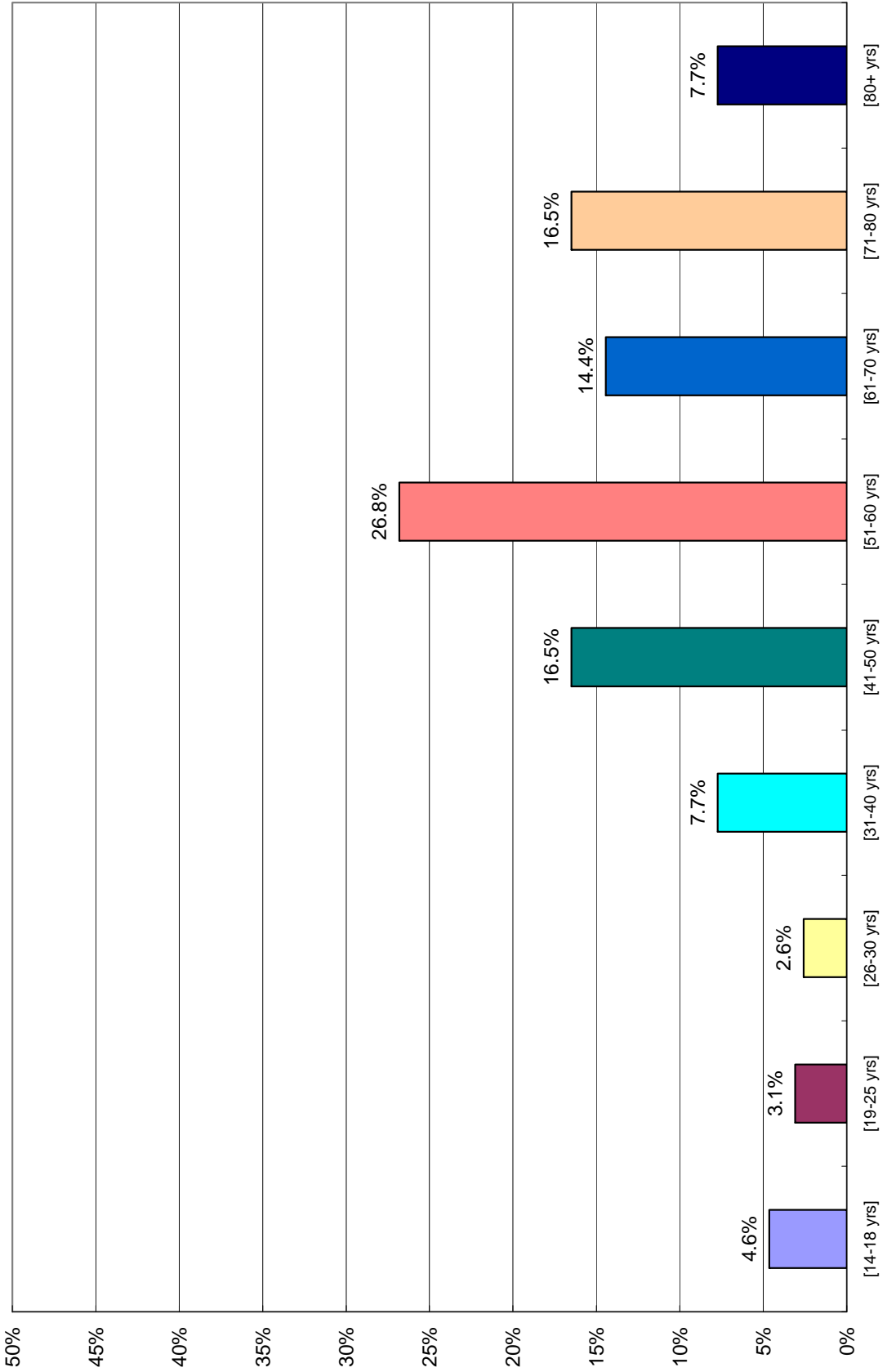
Household Giving	
[\$0 - \$200]	15.8%
[\$201 - \$500]	13.9%
[\$501 - \$1,000]	16.4%
[\$1,001 - \$2,000]	26.7%
[\$2,001 - \$4,000]	18.2%
[\$4,001 - \$7,000]	7.3%
[\$7,001 - \$10,000]	1.2%
Over \$10,000	0.6%
No Answer	33

Worship Service	
Sunday 8:30 AM	39.0%
Sunday 11:00 AM	52.9%
Sunday evening	3.2%
More than one	4.8%
No Answer	11

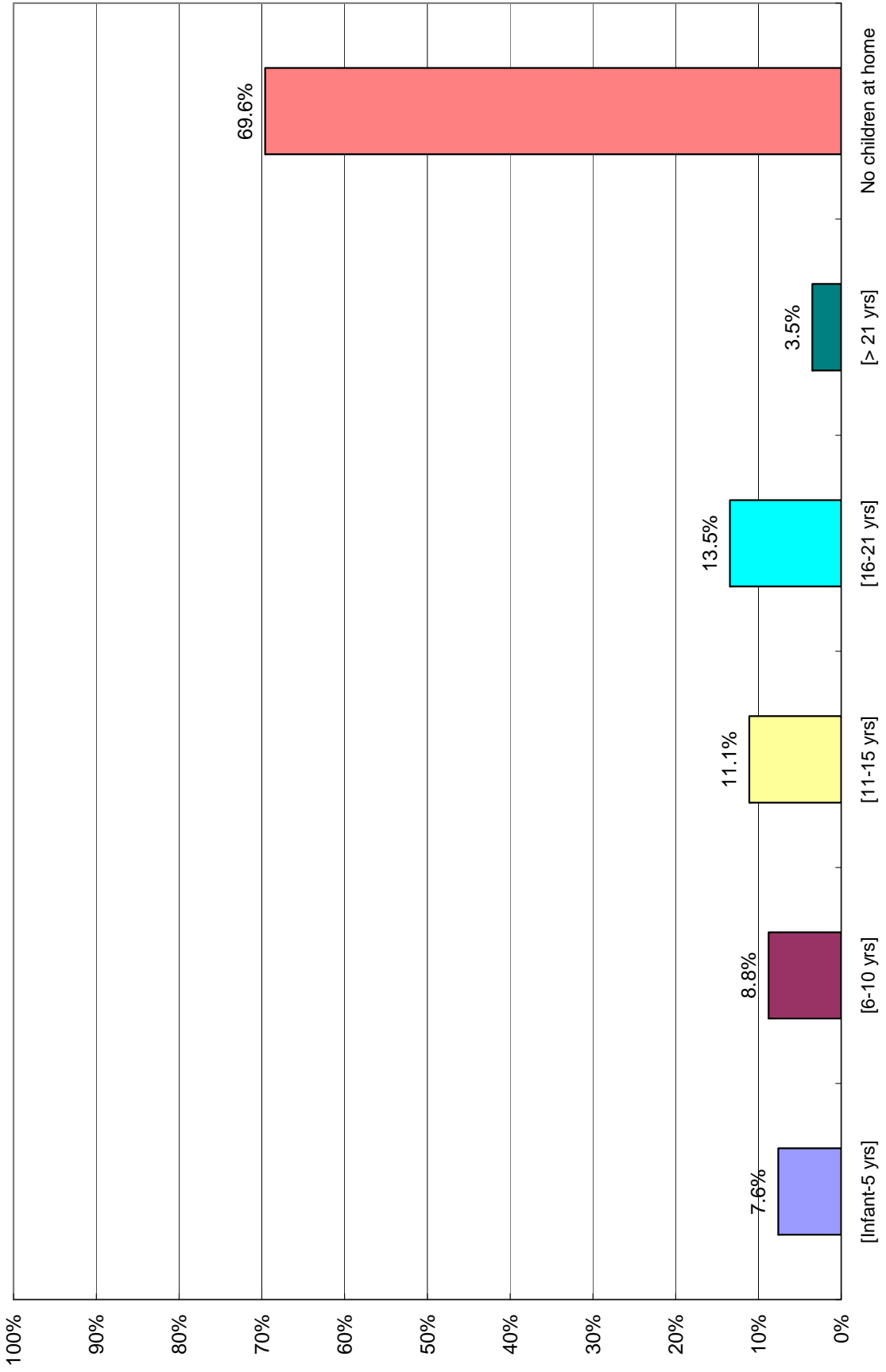
Gender, Life Status, and Worship Service of Members Responding to Survey



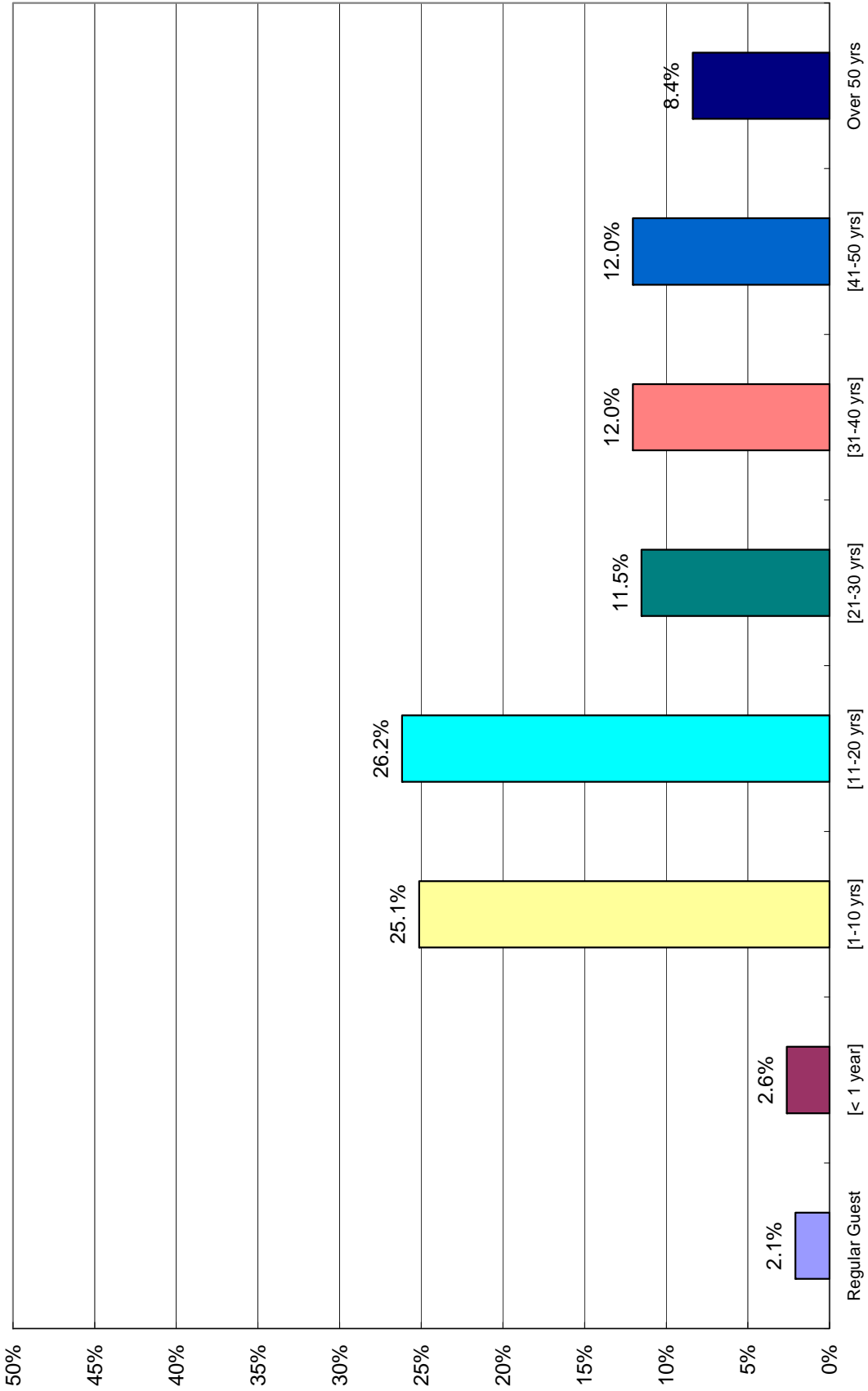
Age Groups of Members Responding to Survey

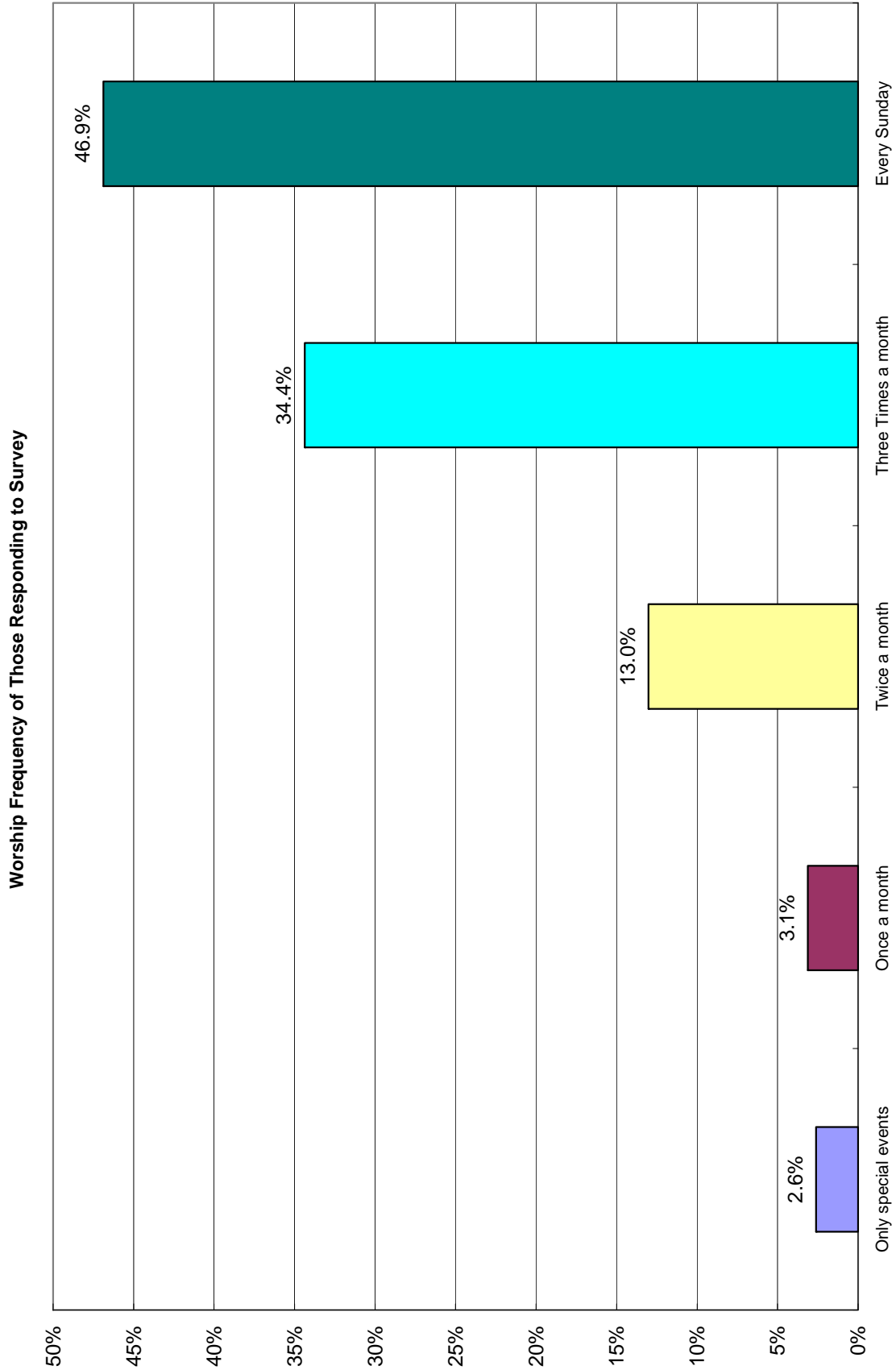


Ages of Children (Totals are Greater than 100%)

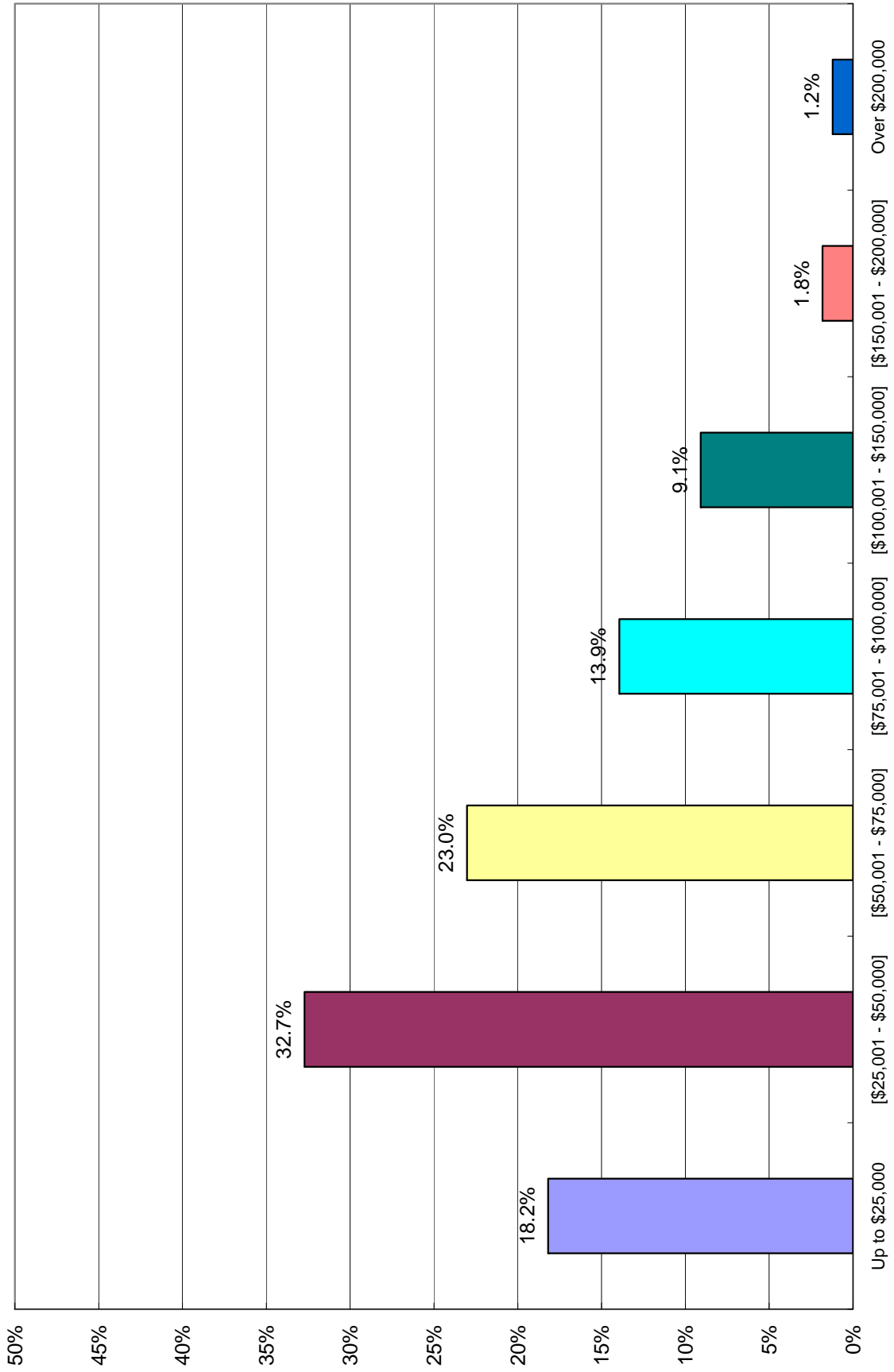


Length of Attendance of Those Responding to Survey

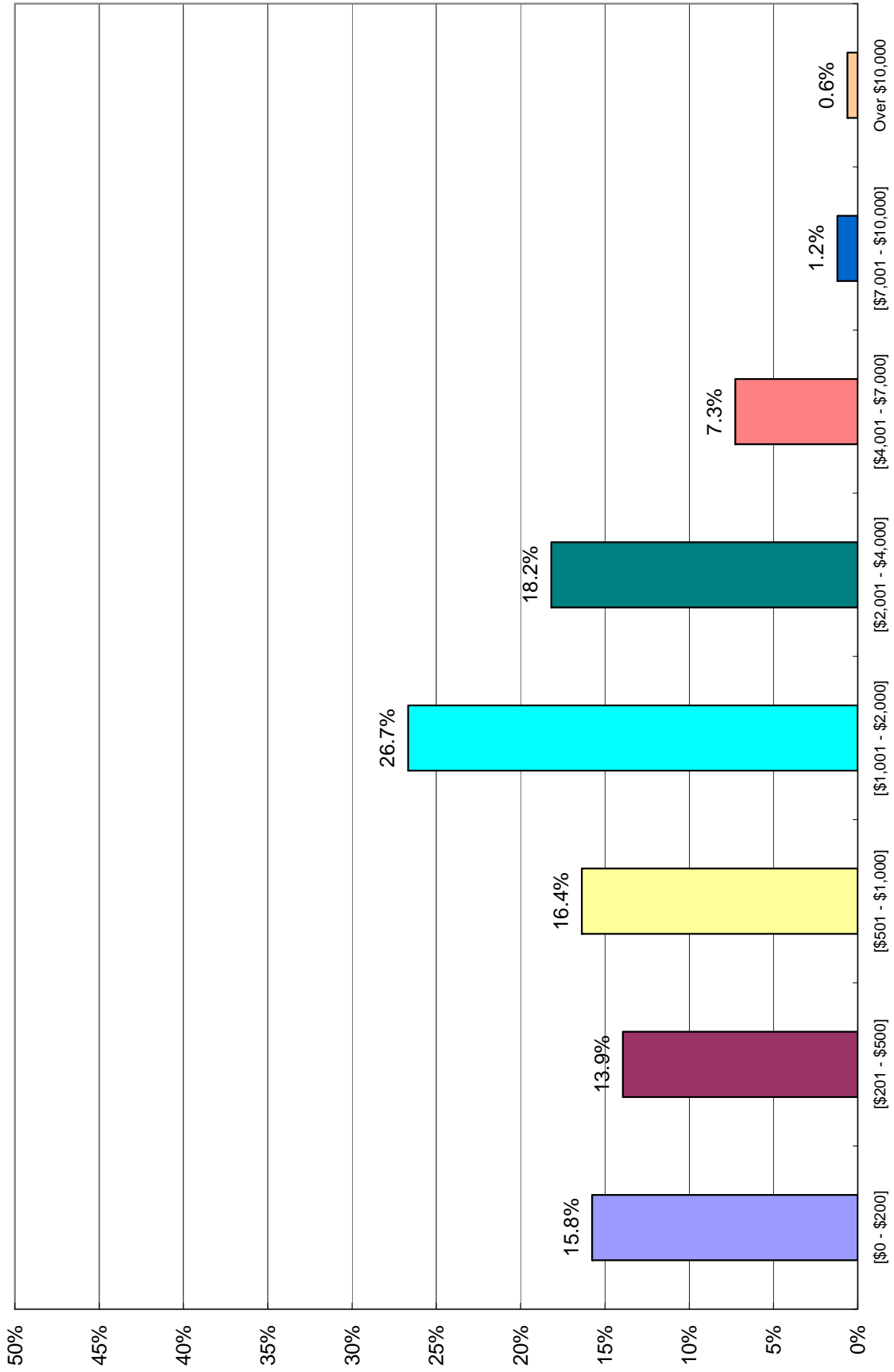


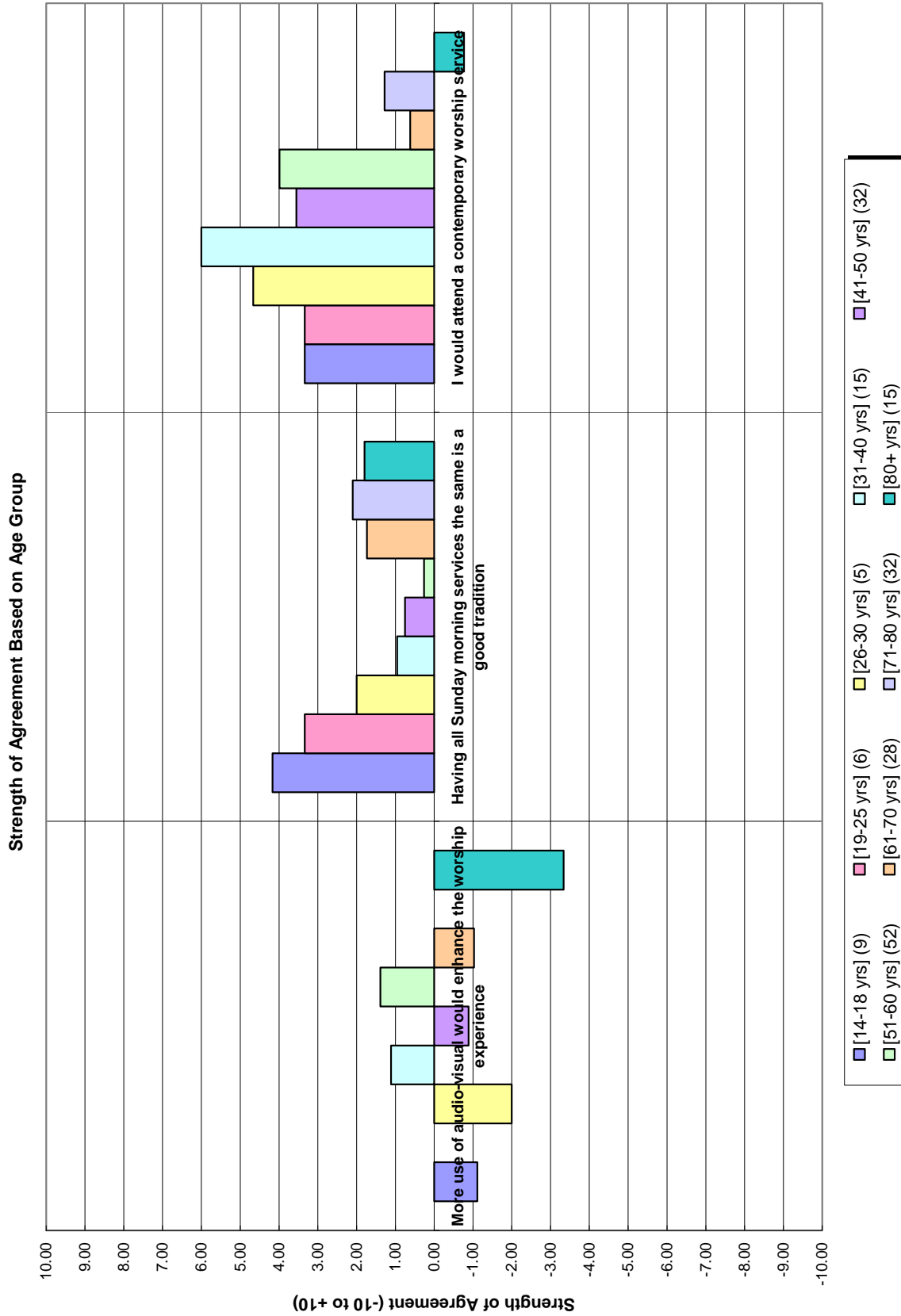


Annual Household Income of Members Responding to Survey

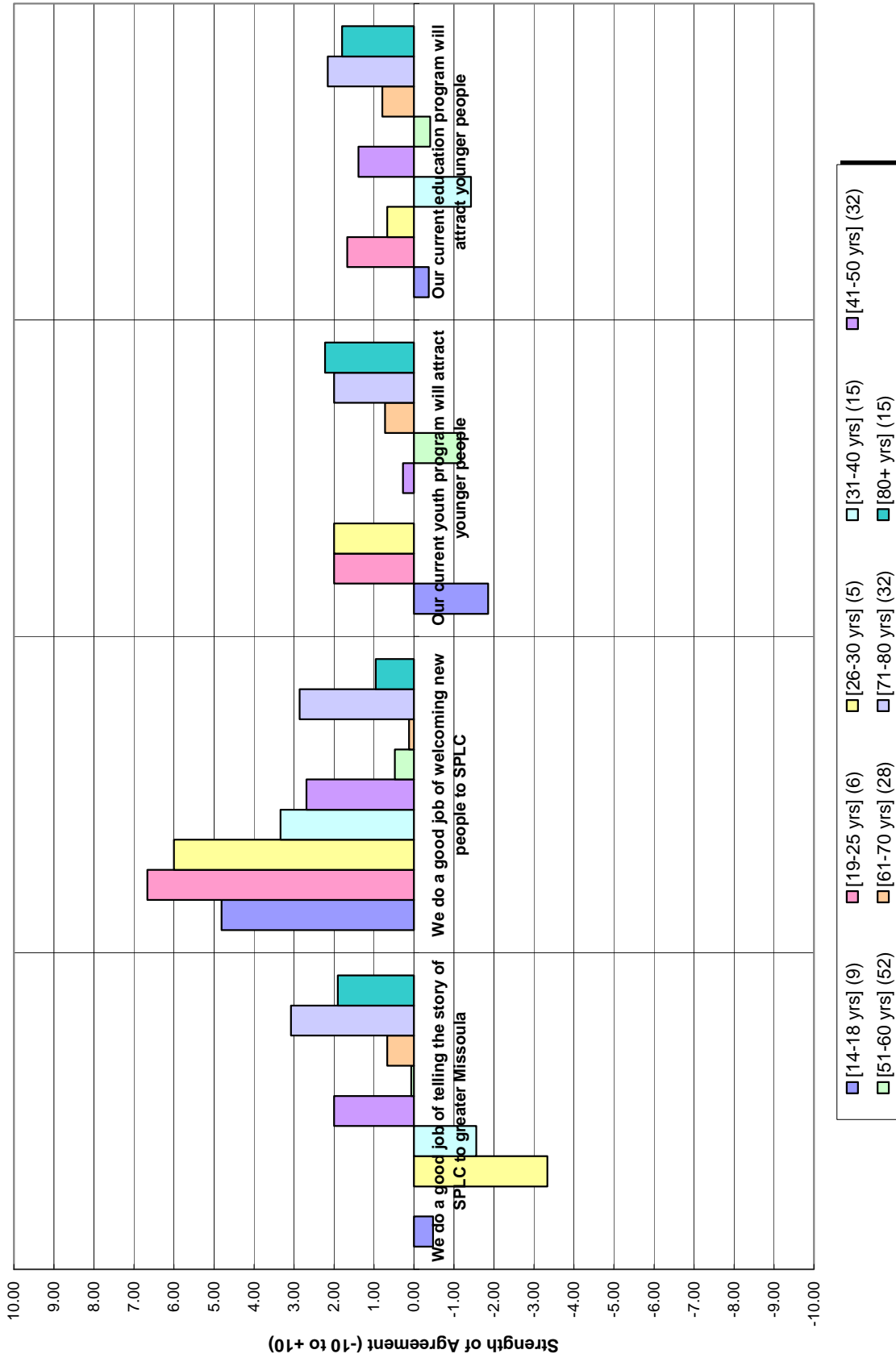


Giving Level of Members Responding to Survey

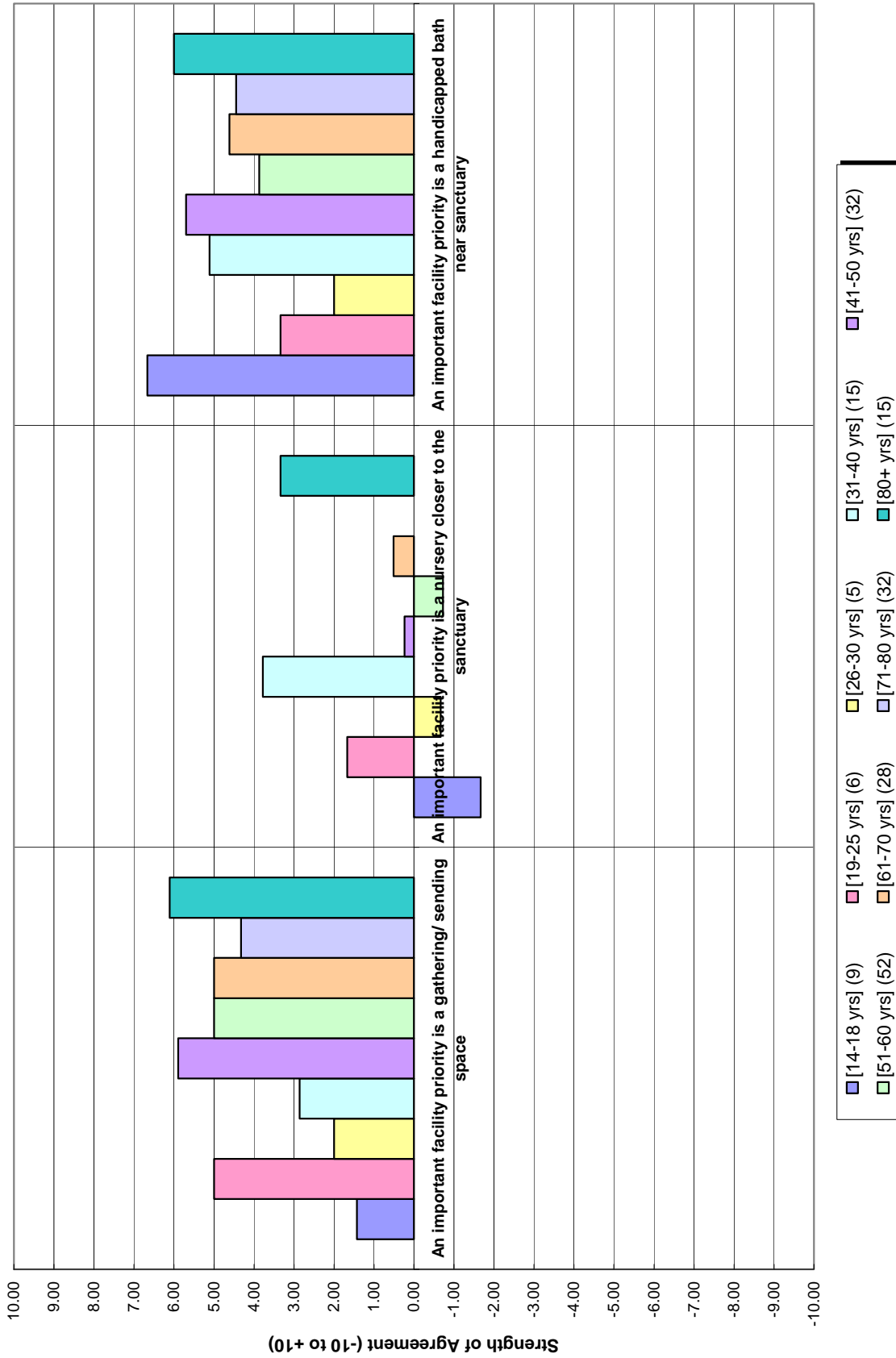




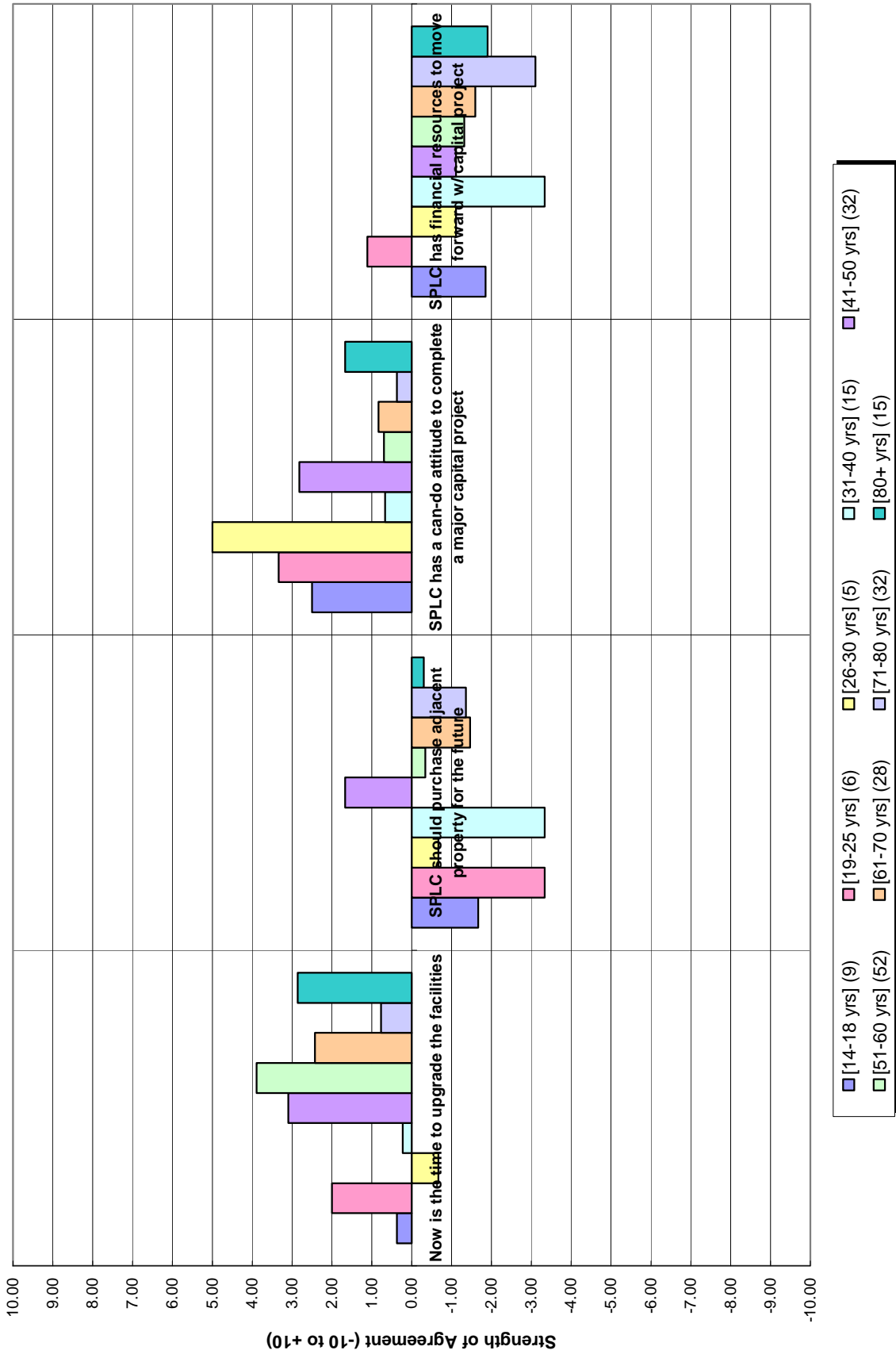
Strength of Agreement Based on Age Group



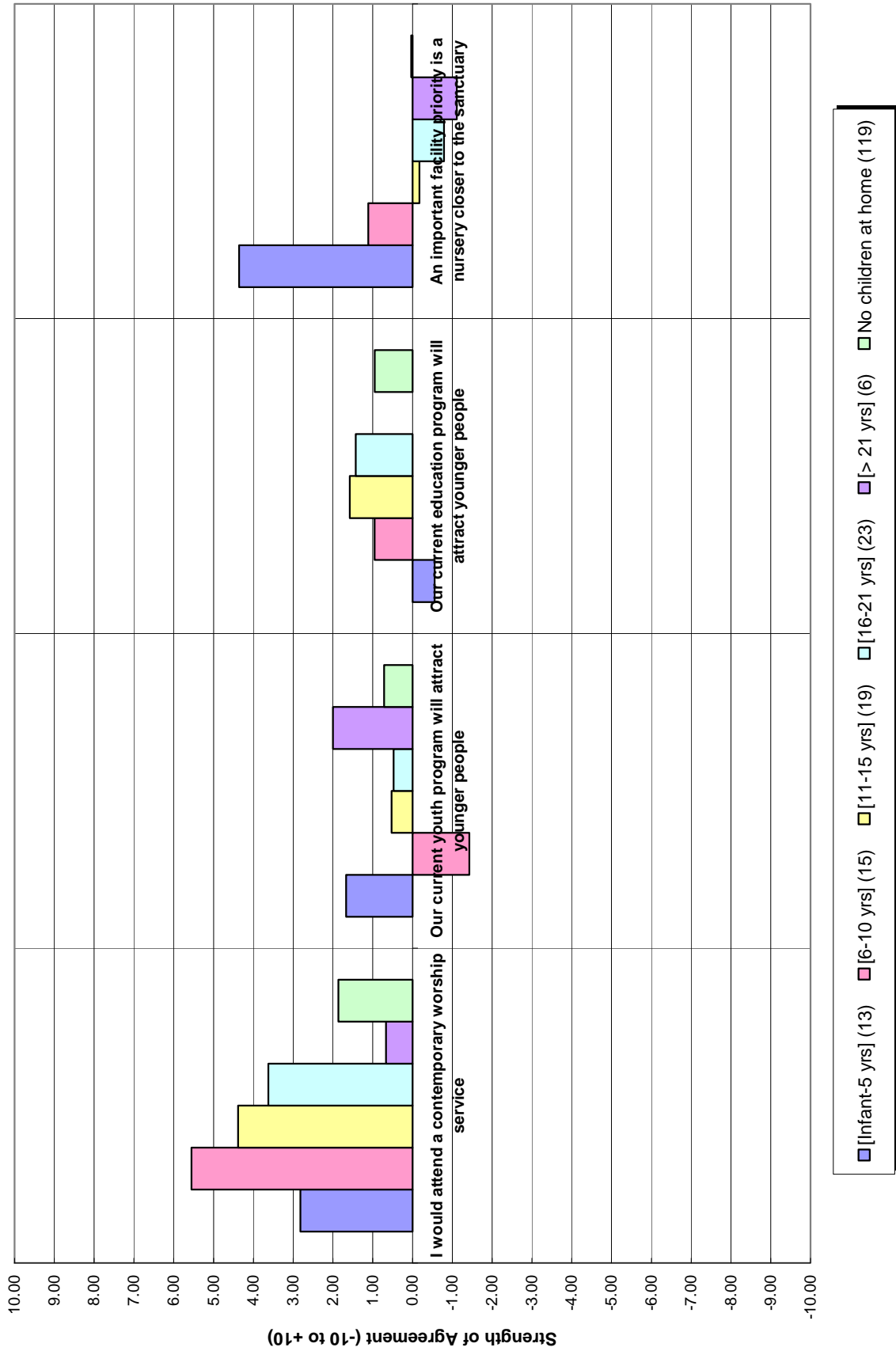
Strength of Agreement Based on Age Group



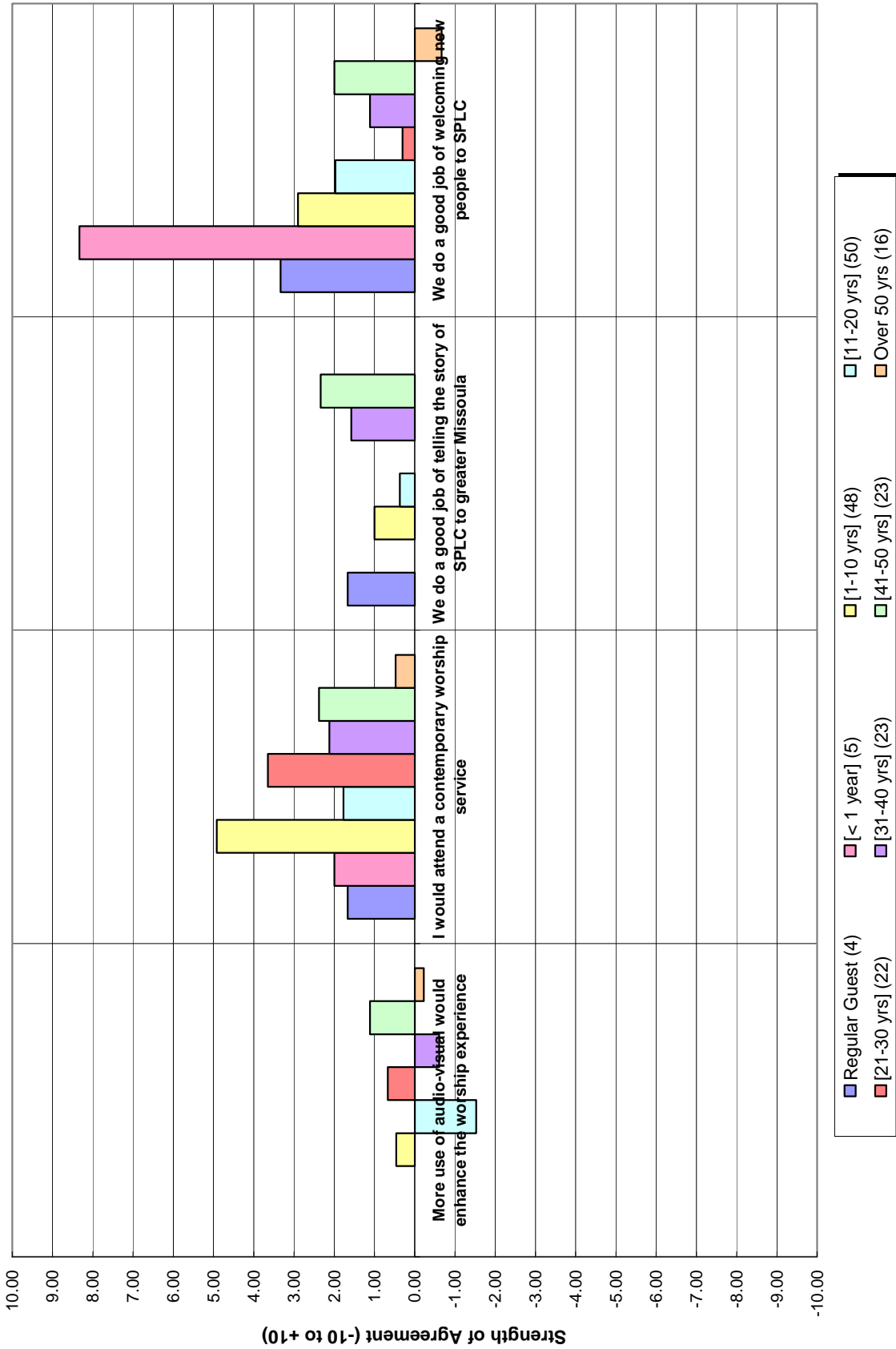
Strength of Agreement Based on Age Group



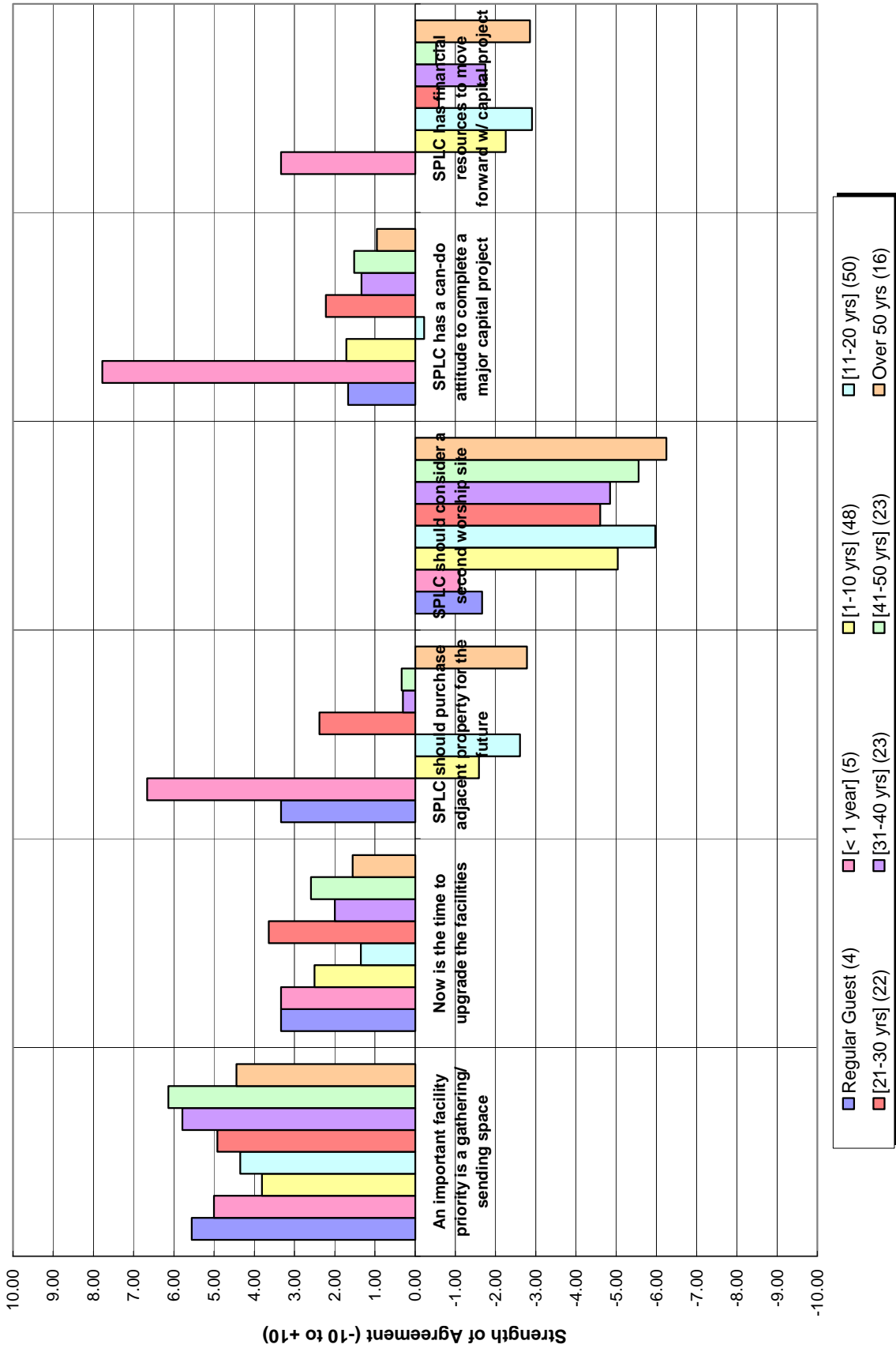
Strength of Agreement Based on Ages of Children



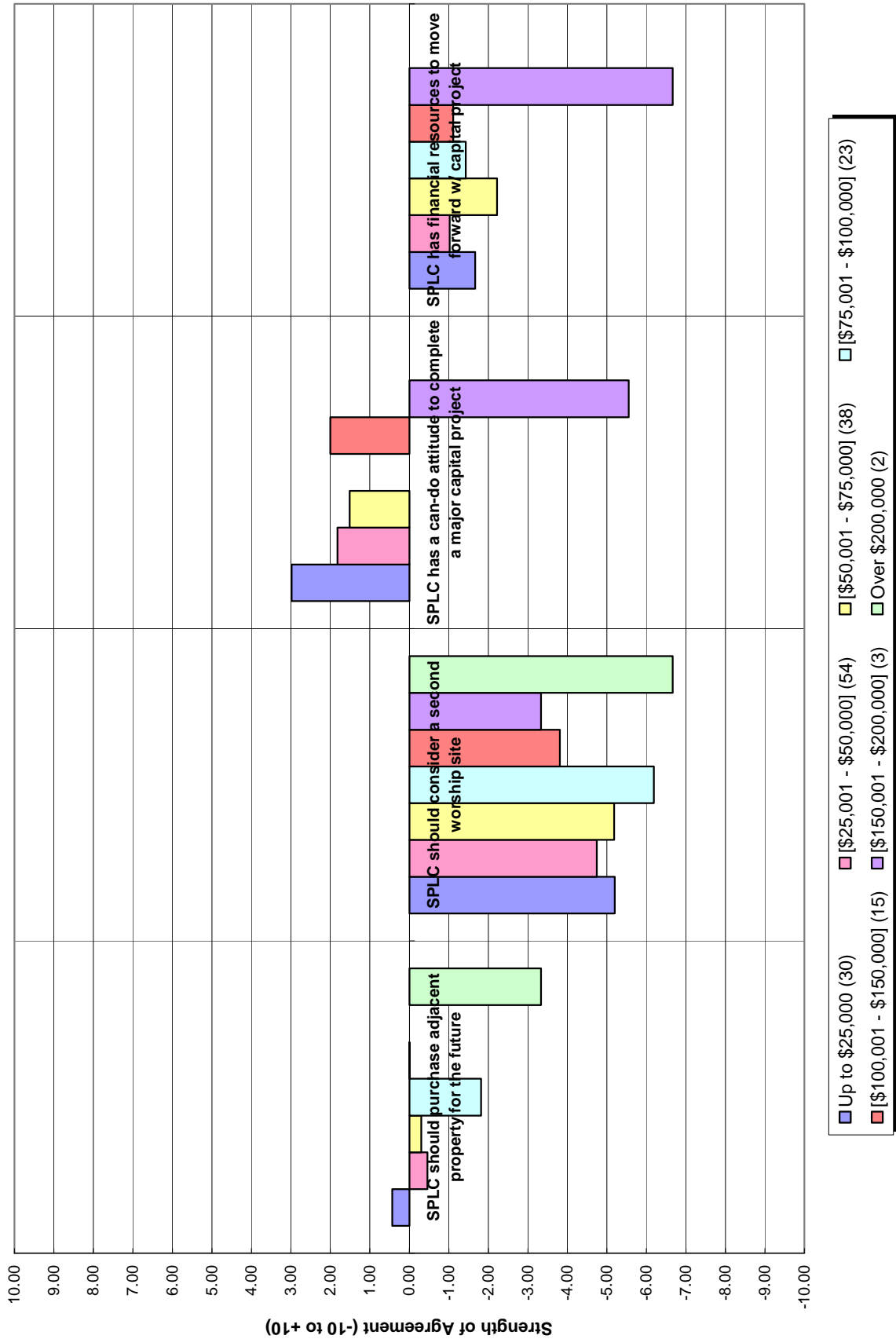
Strength of Agreement Based on Length of Attendance



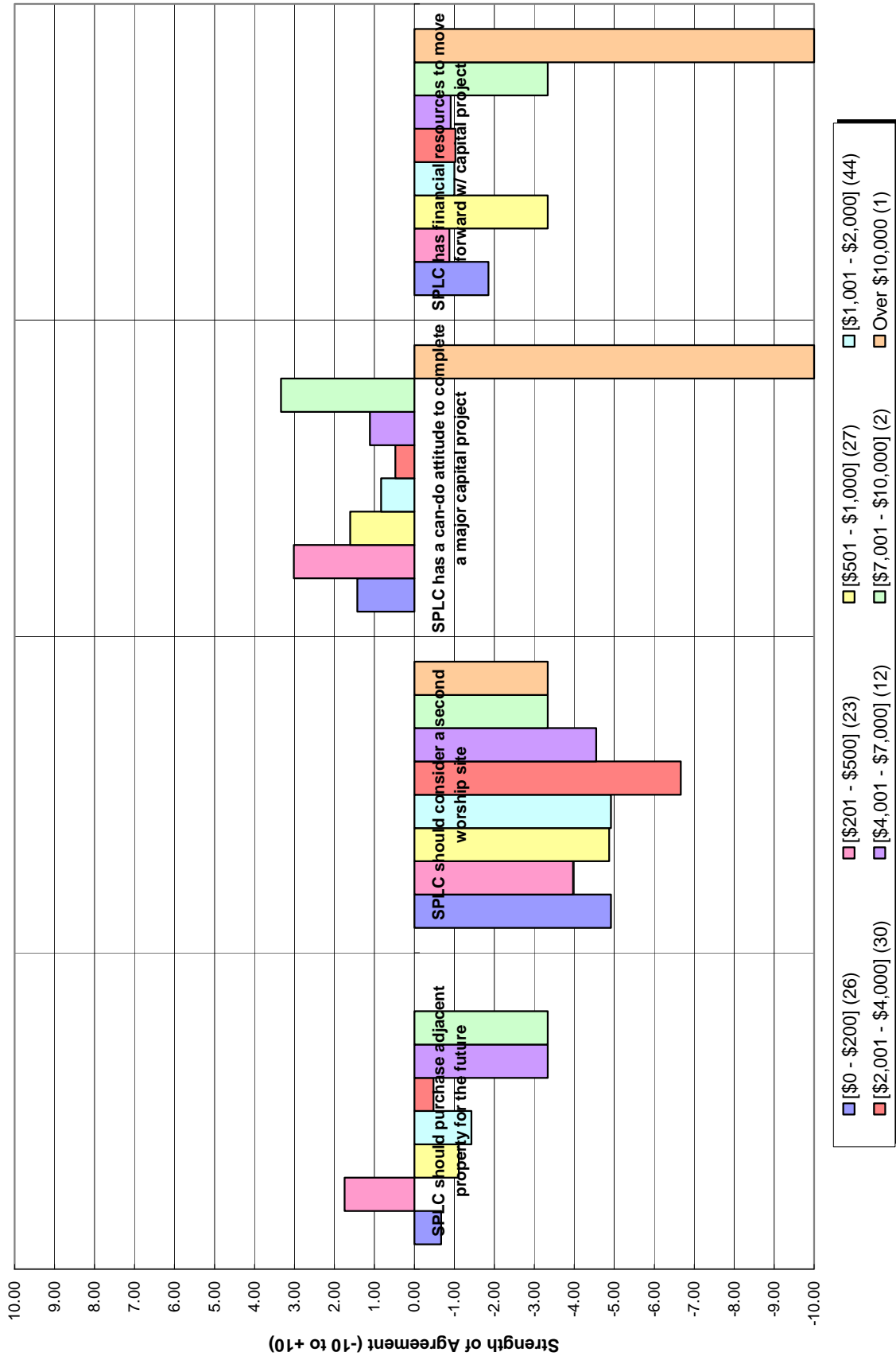
Strength of Agreement Based on Length of Attendance

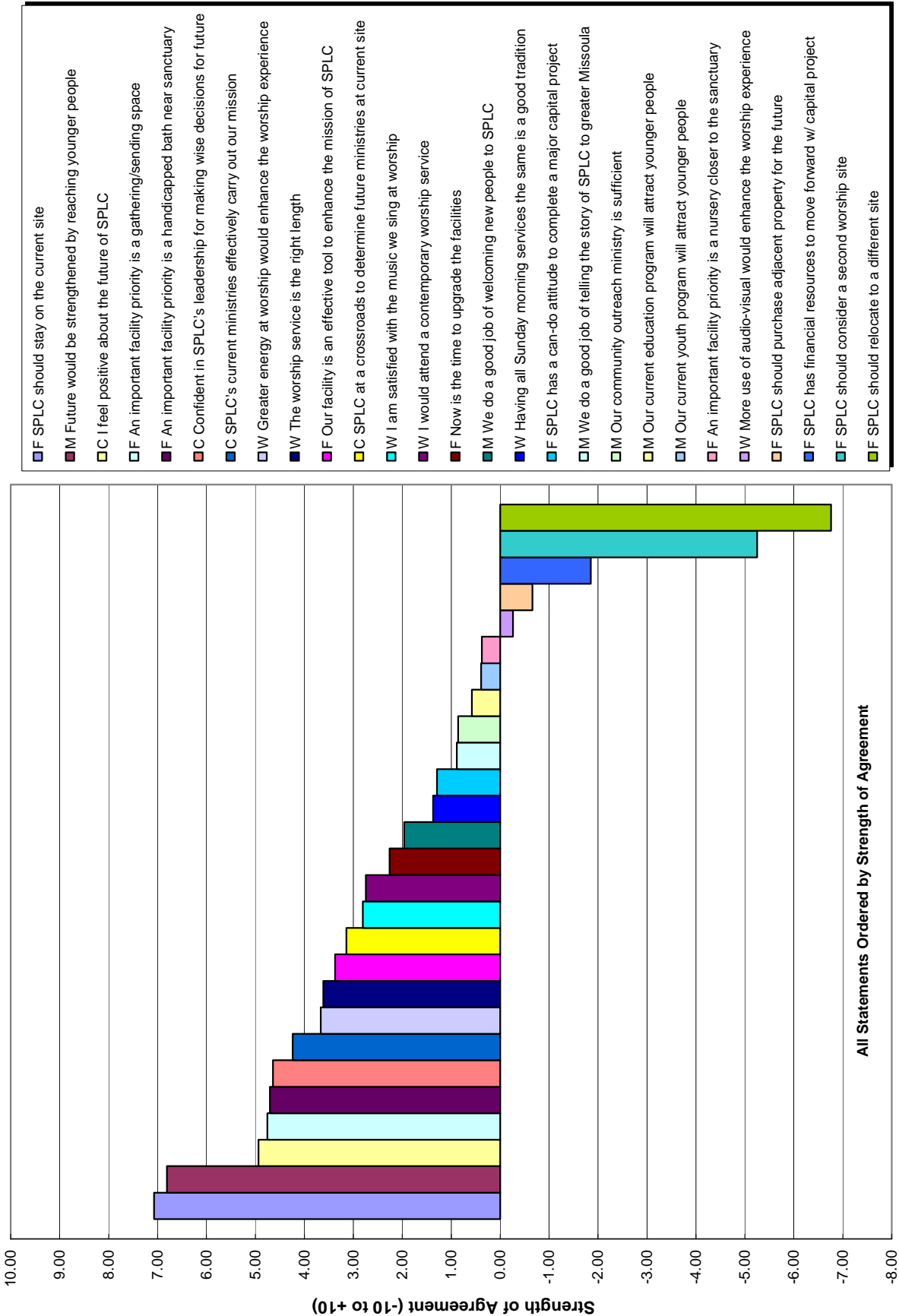


Strength of Agreement Based on Annual Income

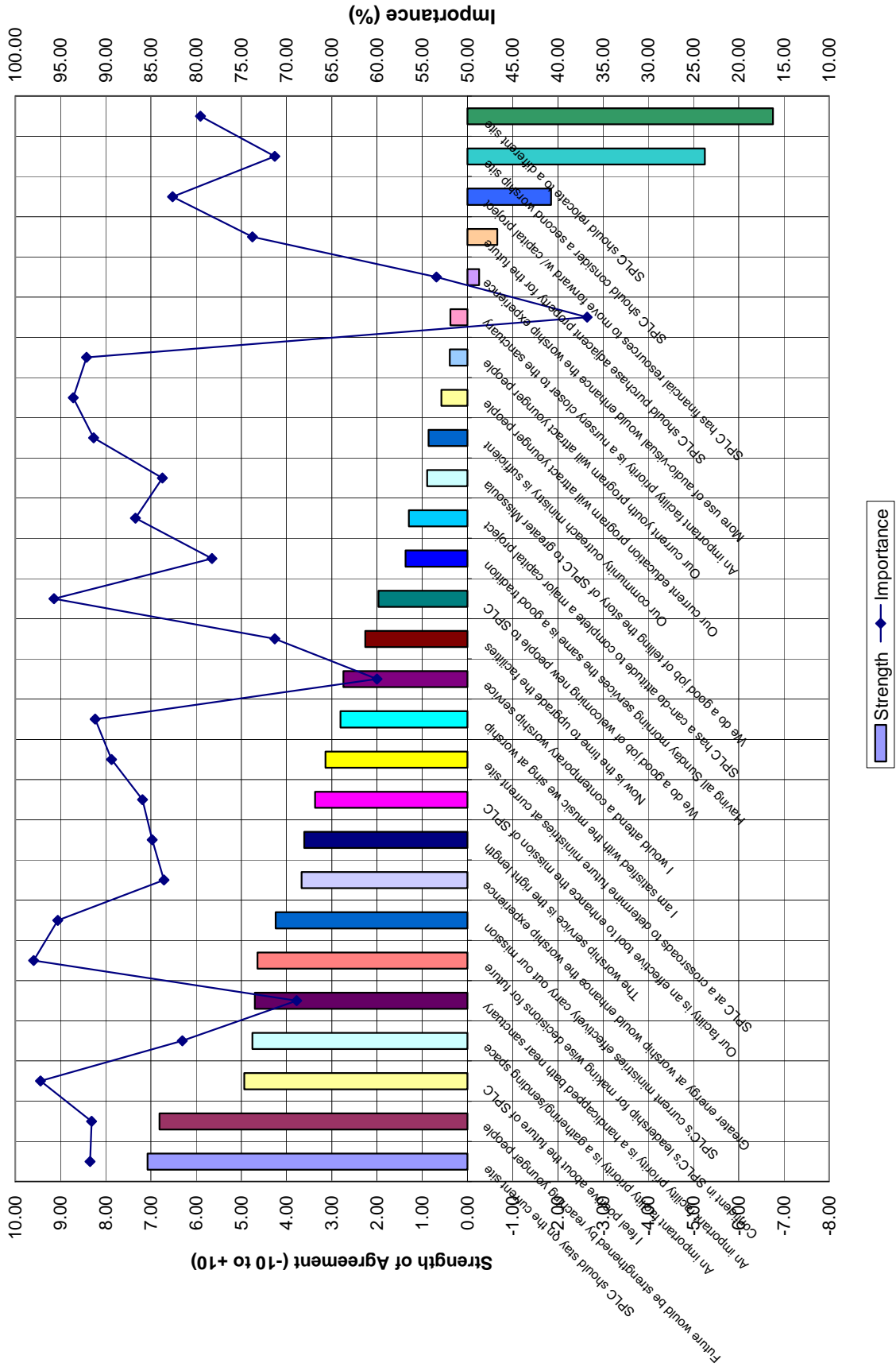


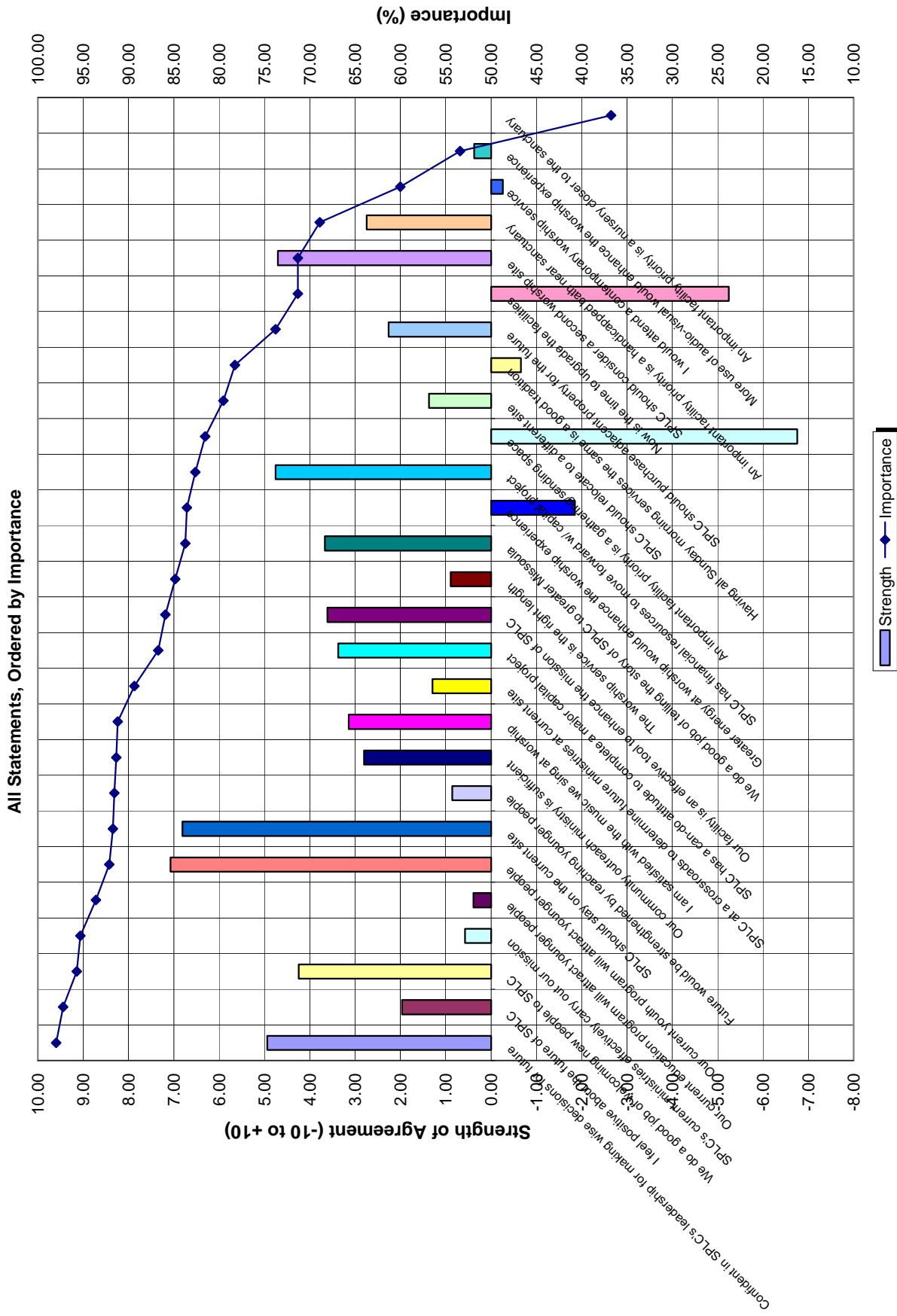
Strength of Agreement Based on Annual Giving

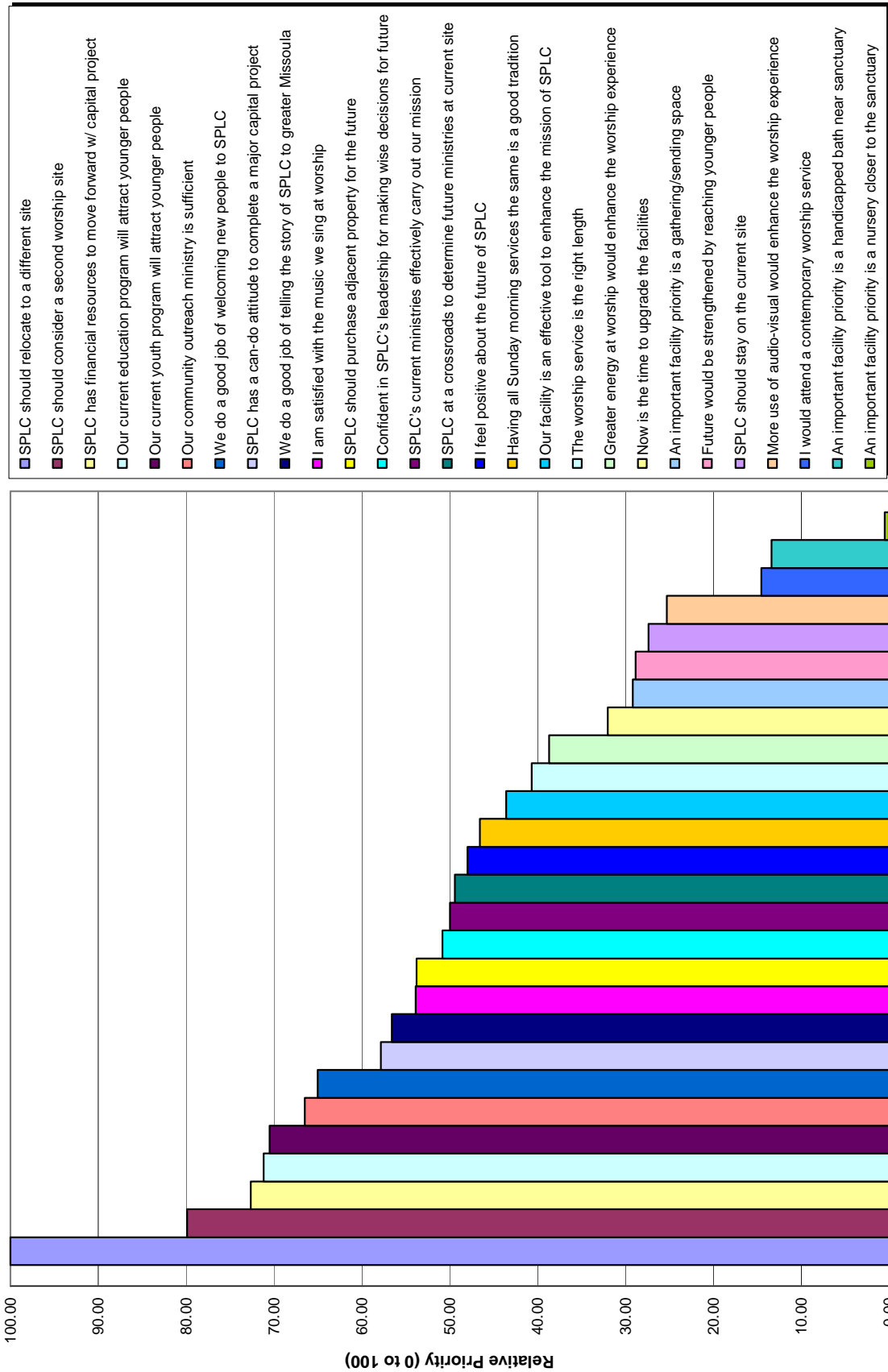




All Statements, Ordered by Strength of Agreement







- SPLC has financial resources to move forward w/ capital project
- Our current education program will attract younger people
- Our current youth program will attract younger people
- Our community outreach ministry is sufficient
- We do a good job of welcoming new people to SPLC
- SPLC has a can-do attitude to complete a major capital project
- We do a good job of telling the story of SPLC to greater Missoula
- I am satisfied with the music we sing at worship
- SPLC should purchase adjacent property for the future
- Confident in SPLC's leadership for making wise decisions for future
- SPLC's current ministries effectively carry out our mission
- SPLC at a crossroads to determine future ministries at current site
- I feel positive about the future of SPLC
- Having all Sunday morning services the same is a good tradition
- Our facility is an effective tool to enhance the mission of SPLC
- The worship service is the right length
- Greater energy at worship would enhance the worship experience
- Now is the time to upgrade the facilities
- An important facility priority is a gathering/sending space
- Future would be strengthened by reaching younger people
- SPLC should stay on the current site
- More use of audio-visual would enhance the worship experience
- I would attend a contemporary worship service
- An important facility priority is a handicapped bath near sanctuary
- An important facility priority is a nursery closer to the sanctuary

