

BACK TO THE FUTURE



OUR SAVIOR'S
LUTHERAN CHURCH
Connecting Faith to Everyday Life.

**OUR SAVIOR'S LUTHERAN CHURCH
STRATEGIC PLAN FOR 2016 AND BEYOND**

BACK TO THE FUTURE

Our Savior's Lutheran Church

Strategic Plan for 2016 and Beyond

A plan for the future, if it's going to be strategic, must be grounded in the past and informed by the present. The roadmap into the future offered here is both an exercise in re-centering ourselves in our identity as children of God united by the Holy Spirit and called into faith for the sake of the world—going back—and a leap of faith into an unknown future—going forward, as the Spirit leads.

This roadmap has been developed using a thoughtful process of inviting congregational input through a comprehensive scientific survey and a dreaming exercise as part of the Mission: Possible campaign that asked folks to identify initiatives they could envision at OSL if we were debt-free. All of this information proved invaluable to the council when it met in retreat for a time of spiritual discernment and planning. What was begun there has been further developed and honed and prayed over in the succeeding weeks and months.

Our Vision

Our vision is to develop a congregation that is in orbit around Jesus and whose gravitational pull draws others to Jesus.

Back to the Center

The future of Our Savior's Lutheran Church will depend on getting back to the center of our congregational identity—our mission: to proclaim Christ and nurture faith that connects with everyday life—and reclaiming it as the sole purpose of our existence.

Focus #1: Communicating Our Mission

God has given us a priceless gift in our mission. It shall be our goal to communicate that mission far and wide.

Action #1: Develop a communications strategy for sharing our mission internally and externally
a. Strive for “saturation” internally so that every member knows and willingly shares our mission with others

- b. Develop a process for consistently communicating our mission to the broader community
- c. Intentionally develop the OSL brand around our mission

Key Personnel: Senior Pastor; Communications Team; Board of Outreach

Timing: Begin immediately; ongoing

Focus #2: Leveraging Our Mission

Our mission is most useful when it is ever before us guiding all our decisions and actions.

Action #1: Develop a process through which all OSL ministries are aligned with our mission

- a. Provide for a review of all existing ministries to verify alignment
- b. Develop a process for releasing ministries that are found to be out of alignment with our mission
- c. Develop a process for filtering all future ministry initiatives to ensure alignment
- d. Strive for a process that is permission-giving and empowering rather than a process that adds new layers of bureaucracy

Key Personnel: Senior Pastor; Executive Committee

Timing: Begin immediately; ongoing (June 2016 as benchmark)

Back to the Basics

Fulfilling our mission will require that we get back to the basics of engagement and community.

Engagement: Claiming our calling to be a missional congregation in which all members experience transformation in Christ and become fully engaged and invested in the congregation's mission to proclaim Christ and nurture relevant faith.

Focus #1: Renewal of Worship

While remaining rooted in our Lutheran identity and our congregational mission, we will strive to direct key resources to create worship experiences where people can gather and be real in community while experiencing the divine, the holy, and the sacred.

Action #1: Form a Worship Renewal Task Force (appointed by Board of Worship and Arts)

- a. Review survey data related to worship
- b. Reflect on and define purpose of corporate worship
- c. Explore options for and roadblocks to renewal, giving consideration to:
 1. Creating Jesus-centered worship
 2. Encouraging active participation of all worshipers
 3. Striving for an interactive experience
 4. Utilizing worship spaces and times to the fullest extent
 5. Providing variety and diversity of experiences
 6. Weaving the sharing of faith stories into the fabric of OSL worship life
- d. Recommend renewal initiatives to the Board of Worship and Arts

Membership to include pastoral and key worship staff, two board members, and lay volunteers

Timing: Begin February 2016; duration of six months or less

Action #2: Continue to develop work already in progress related to worship renewal

- a. Explore the feasibility of a second unique Sunday Celebrate worship experience
- b. Develop an adult drama ministry

Key Personnel: Pastoral staff; worship and music staff

Timing: Begin immediately; ongoing (Fall 2016 as benchmark)

Focus #2: Youth and Family Ministry

Understanding that youth ministry is at its best when it is owned by the entire community of faith, we will strive to continue to develop and support a comprehensive ministry for/to/with children, youth, and their families.

Action #1: Develop and broaden our Milestones ministry

- a. Focus on faith formation at home (tools, resources, Faith 5)
- b. Empower parents to embrace their role as primary faith formation partners
- c. Provide appropriate support to parents

Key Personnel: Pastor of Youth and Family; Director of Education; Board of Education

Timing: Begin immediately; ongoing (Fall 2016 as benchmark)

Action #2: Provide leadership training for youth

- a. Explore the potential of Peer Ministry and other similar models as leadership training tools for youth
- b. Host an annual retreat for high-school youth that focuses on leadership training
- c. Research examples of best practices for including youth in congregational leadership positions

Key Personnel: Pastor of Youth and Family; Director of Youth; Board of Youth

Timing: Begin immediately; ongoing (June and September 2016 as benchmarks)

Action #3: Develop an expanded children's music ministry program

Key Personnel: Pastor of Youth and Family; Director of Education; Director of Worship and Music; Board of Education

Timing: Begin immediately; ongoing (Fall 2016 as benchmark)

Action #4: Develop an intentionality for identifying potential candidates for ministry in the ELCA

Key Personnel: Pastoral staff; Director of Youth; Board of Youth

Timing: Begin immediately; ongoing (April and October 2016 as benchmarks)

Action #5: Strive to build community through youth ministry

- a. Research and adapt best practices of other congregations
- b. Develop opportunities that are both age-specific as well as intergenerational

Key Personnel: Pastor of Youth and Family; Director of Youth; Director of Education; Board of Youth; Board of Education

Timing: Begin immediately; ongoing (review progress in June 2016; September 2016 as benchmark for future planning)

Action #6: Incorporate regular service learning at all levels of Children, Youth, and Family Ministry

- a. Develop opportunities that are both age-specific as well as intergenerational
- b. Seek to incorporate the ELCA tagline (God's Work. Our Hands.) as an organizing principle for all service learning with Children, Youth, and Family ministry

Key Personnel: Pastor of Youth and Family; Director of Youth; Director of Education; Board of Youth; Board of Education

Timing: Begin immediately; ongoing (review progress in June 2016; September 2016 as benchmark for future planning)

Focus #3: Outreach Ministry

While our mission finds its natural point of focus on what takes place within the church facility, it also compels us to be the church beyond our walls, in our community and in the world, for the sake of the Good News.

Action #1: Serve as mission partners with Pueblo de Dios and Table of Grace

- a. Support each ministry with financial resources
- b. Provide key lay leadership to each ministry as requested
- c. Commit to sending missionary families from OSL to Table of Grace
- d. Serve as a sponsoring congregation for the Ayuda initiative at Pueblo de Dios
- e. Develop an intentional prayer ministry in support of these mission partners

Key Personnel: Pastor of Outreach and Communication; Pastoral staff; Board of Stewardship and Benevolence; Board of Outreach; key lay volunteers

Timing: Begin immediately (council approved partnerships November 2015); ongoing

Action #2: Develop opportunities to reach out to the Nones and the Dones

- a. Explore proven ministry models for local application
- b. Determine the extent to which similar ministries already exist locally and if there are any opportunities for providing additional ministry to this demographic
- c. Develop a pilot ministry initiative if it is determined there are unmet needs

Key Personnel: Senior Pastor; key lay volunteers

Timing: Begin March 2016; August 2016 as benchmark for potential implementation

Action #3: Further develop OSL's TV ministry

- a. Implement upgrades that enable broadcasting in HD
- b. Explore opportunities for more fully utilizing time within each broadcast to tailor a message to the viewing audience
- c. Develop the capacity to livestream on our website and consider discontinuing our contract with KSCB
- d. Give consideration to how our TV ministry functions as a tool for branding and establishing a relationship with the broader community

Key Personnel: Pastor of Outreach and Communication; TV staff; Board of Outreach; key lay volunteers

Timing: Begin immediately; September 2016 as benchmark

Action #4: Explore ways to more fully develop our relationship with our native neighbors on the Rosebud Reservation through a ministry of accompaniment

Key Personnel: Pastor of Outreach and Communication; Board of Church in Society; Director of Education; key lay volunteers

Timing: Begin immediately; July 2016 as benchmark

Focus #4: Service to Our Neighbor

We understand that our mission of proclamation and nurturing faith is carried out in word and deed. When we serve the least among us, we have not only proclaimed God's love through our actions but it is as though we have served Christ himself. (Matthew 25)

Action #1: Commit to an annual observation of God's Work Our Hands Sunday

- a. Strive to make activities accessible to people of all ages, relational, and action-based
- b. Find ways to share stories and celebrate the service that is done

Key Personnel: Pastor of Outreach and Communication; Pastoral staff; other key staff; Board of Church in Society; Board of Congregational Life; Board of Youth; Board of Education; key lay volunteers

Timing: Begin June 2016

Action #2: Develop a ministry of service to OSL's immediate neighborhood

- a. Explore the possibility of partnering with The Community Outreach to provide services to neighbors who may not have access to TCO's downtown location; TCO would train OSL volunteers; OSL could provide funding
- b. Explore the possibility of developing the land at the far south end of OSL's property into a community garden accessible to neighbors in the immediate area
- c. Explore the possibility of hosting a block party to encourage relationship building and raising awareness among our neighbors of OSL's ministries
- d. Explore with Volunteers of America, Dakotas ways to partner with them in providing

- services to veterans, immigrants, people with intellectual and/or developmental disabilities, at-risk youth, and other VOA, Dakotas clients
- e. Consider ways to invite OSL neighbors to participate in the weekly meals served at Our Savior's

Key Personnel: Pastor of Outreach and Communication; Pastoral staff; Board of Church in Society; Board of Congregational Life; key lay volunteers

Timing: Begin June 2016

Community: Deepening our experience of God's love through the power of authentic and accountable relationships.

Focus #1: Developing a Culture that Builds Community

We will endeavor to lift up deepening our shared sense of community as a priority to the extent that every congregational event will give consideration to how it will help us grow in our relationships with each other.

Action #1: Communicate this priority at all levels of the congregation

- a. Develop consistency in the identification and use of the OSL brand
- b. Identify and utilize effective means of communicating key community information to appropriate congregational groups
- c. Continue to develop the use of social media as a means of building community

Key Personnel: Pastoral staff; Communications team; other key staff

Timing: Begin immediately; ongoing (September 2016 as benchmark)

Action #2: Develop an emphasis on creating intergenerational opportunities for building community

- a. Strive to recognize and value the gifts of all persons regardless of age
- b. Encourage and nurture relationships within the congregation that span the generations
- c. Encourage the development of new ministries and the realignment of existing ministries that seek to meet people where they are and provide opportunities for intergenerational interaction

Key Personnel: Pastoral staff; other key staff; various boards and emerging ministry teams

Timing: Begin immediately; ongoing (September 2016 as benchmark)

Focus #2: Life Groups

Though OSL is a large congregation, we will strive to develop a strong sense of community that is rooted in wide participation in relational cell groups that, at a minimum, provide opportunities for members to experience faith and life with trusted companions.

Action #1: Form a Life Groups Ministry Team

- a. Develop a mission statement for Life Groups Ministry
- b. Develop a blueprint for forming a Life Group
- c. Develop a 2-phase strategy for starting a Life Groups Ministry
 1. Phase 1: Pilot phase with 5 to 10 groups for six months
 2. Phase 2: Congregational roll-out phase
- d. Recruit and train Life Group leaders
- e. Provide ongoing support to group leaders
- f. Strive to make activities accessible to people of all ages, relational, and action-based
- g. Find ways to share stories and celebrate the service that is done
- h. Develop resources for existing groups that help them identify and function as a Life Group (i.e., sermon study guides, devotional materials, etc.)

Key Personnel: Senior Pastor; Pastor of Outreach and Communication; other key staff; Board of Congregational Life; Board of Youth; Board of Education; key lay volunteers

Timing: Begin immediately; ongoing (August 2016 as benchmark)

Focus #3: Adult Education/Discipleship

Believing that God's Word is a light to our path (Psalm 119), we will continue to endeavor to offer community-building opportunities that are both instructive (i.e., Bible study, theology) and formational (i.e., topical, life application courses) through adult education/discipleship programming.

Action #1: Form an Adult Discipleship Advisory Team

- a. Develop a vision and mission statement for Adult Discipleship Ministry
- b. Develop a year-long, multi-year plan for adult discipleship courses

Key Personnel: Pastoral staff; other key staff; Board of Education; key lay volunteers

Timing: Begin immediately; ongoing (August 2016 as benchmark)

Focus #4: Fellowship

Because Community is one of our core values, we will continue to endeavor to offer community-building opportunities that bring us together in a variety of group settings for the purpose of deepening our relationships with each other in a safe and fun environment.

Action #1: Lead by example

- a. Commit to planning at least two fellowship events per year for congregational leaders

Key Personnel: Pastoral staff; other key staff; Executive Committee; key lay volunteers

Timing: Begin immediately; ongoing (Summer 2016 as benchmark)

Action #2: Develop an annual master plan for fellowship

- a. Determine the number of and the frequency of congregational fellowship events desired to further develop our sense of community

- b. Recruit planning teams for each event that include representatives from appropriate boards as well as other volunteers from the congregation
- c. Explore the community-building potential of events such as Family Fun Nights, a Car Show/Fair, etc.

Key Personnel: Pastoral staff; other key staff; Board of Congregational Life; key lay volunteers
Timing: Begin immediately; ongoing (Summer 2016 as benchmark)

Back to the Details

Fulfilling our mission will be best served if we evaluate our congregational organization and structure with an eye toward improving our ability to be nimble and adaptive given the rapidly changing landscape of our 21st century society.

Focus #1: Governance

Our organizational structure is intended to serve our mission. We are committed, therefore, to regularly reviewing and evaluating our existing structure for effectiveness.

Action #1: Conduct a study of congregational governance structures

- a. Review and evaluate OSLS current governance structure
- b. Review current literature and best practices in congregational governance structure
- c. Give consideration to how effective our structure is at supporting our mission and enabling ministries
- d. Explore the potential value of incorporating the immediate past president into the governance structure
- e. Consider how best to include youth representation in our governance structure (i.e. forming a Youth Advisory Board)
- f. Evaluate the current format used for Board Night and consider other options that may improve board effectiveness

Key Personnel: Pastoral staff; Executive Committee; Congregation Council; key lay volunteers

Timing: Begin immediately; (October 2016 as benchmark)

Focus #2: Debt Retirement

Our ministry will be freed for mission when we eliminate our mortgage debt.

Action #1: Continue efforts to retire the mortgage by 2021

Key Personnel: Senior Pastor; Pastoral staff; Executive Committee; Congregation Council;
 Mission: Possible Team; other key lay volunteers

Timing: Ongoing (October 2017 as benchmark)



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