



CALVARY LUTHERAN CHURCH

Federal Way, WA

2020 LONG-RANGE PLAN

April 14, 2011

Calvary Lutheran Church Long-Range Plan

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1 Plan Summary

This document describes the 2011 – 2020 Long-Range Plan (hereafter referred to as “the Plan”) for Calvary Lutheran Church of Federal Way, Washington. The document consists of the following sections:

- **Purpose** – Outlines the purpose of the Long-Range Plan.
- **Goal** – Specifies the overall goal of the Plan, which is to build on Calvary’s Mission and other statements of purpose and faith that the Congregation has previously adopted.
- **Assumptions** – Specifies trends impacting faith formation today and projected to have an impact for the next decade. These trends influenced the development of the objectives and strategies to achieve them.
- **Objectives** – Specifies a set of objectives that were developed based on feedback obtained from congregation members.
- **Strategies/Action Plan** – For each of the objectives, the Plan specifies Strategies to achieve during the 2011 – 2020 time period.
- **Recommendations** from the Planning Team to the Council for most immediate action.
- **Appendix A: Long-Range Plan Development Process**
- **Appendix B: Calvary Experiences by Age Group**

2 Purpose

Calvary Lutheran Church periodically reviews its mission and ministries in order to establish congregational direction, ministry priorities, goals and courses of action for the next 5-10 years. The previous long-range plan (termed “Strategic Plan”) was developed in 2004 to cover the period from 2005 to 2010. This document establishes ministry goals for the period 2011 through 2020.

3 Goal

The overall goal of the Plan is to set objectives for the future that are consistent with the congregation’s previously adopted statements of purpose and faith. This Plan does not replace or undo any of these previously adopted statements, but builds upon them. These statements include:

- **Calvary’s Mission** – Calvary Lutheran exists to:
 - *Invite* you into life in Christ,
 - *Inspire* you for a deep faith relationship,
 - *Equip* you to use your gifts in service,
 - *Engage* you in ministry.
- **Our Vision** – Calvary will be a faith community – full of enthusiastic and diverse people – equipped to meet a changing culture.

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- **Values We Ask You to Share:**

- **Worship** – Weekly worship shapes our trust in God, our faith community, and how we perceive the world. We encourage you to attend worship every weekend unless you are sick or out of town.
- **Growth in Faith** – God transforms lives through the good news of Jesus Christ, and calls believers to lives of continuing renewal, discovering new ways to live in Christ before the world. We ask you participate in at least one activity each year aimed at helping you grow in your faith apart from worship attendance (Sunday morning education, Bible study, reading the Bible at home, retreats or other short-term classes we offer).
- **Service** – We are blessed by God to be a blessing to the world. Jesus calls us to lives of service. Give of your time at least once each year, serving through the ministry of the church or in the community.
- **Generosity** – God is infinitely generous in his love and mercy toward us, and so we act generously toward the church and people in need. We ask you to give financially in proportion to your income with the goal of tithing.

- **Guiding Principles:**

- Everyone is God's child and is welcome here.
- Our focus is on the one Lord, Jesus.
- God saves by grace through faith.
- Jesus brings us to the Father and each other.
- Jesus calls us to love, serve, share the good news, and enjoy life together.

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4 Assumptions

During the planning process the Planning Team took into consideration the information contained in *Faith Formation 2020 (Lifelong Faith Associates, 2009)*. By reviewing research studies, analyzing trends, and consulting with leaders, the Faith Formation 2020 Initiative selected eight significant forces—critical uncertainties whose future direction is not known, but that are already having significant impact on faith formation and will likely continue to do so over the next decade. Following are the eight forces:

1. DECLINING NUMBER OF CHRISTIANS AND GROWING NUMBER OF PEOPLE WITH NO RELIGIOUS AFFILIATION

The population of the United States continues to show signs of becoming less religious. In 2008 15–16% of Americans claimed no religious affiliation - nearly double the 1990 figure. Among Americans ages 18-29, one in four say they are not currently affiliated with any particular religion. The number of American adults identified as Christians dropped 10% from 86% in 1990 to 76% in 2008. Similar to the general American public, Latinos have become less identified with Christianity—down from 91% in 1990 to 82% in 2008. Latinos claiming no religious affiliation increased fourfold in number, from 900,000 or 6% of the population in 1990 to nearly four million or 12% in 2008. It appears that the challenge to Christianity in the United States does not come from other religions but rather from a rejection of all forms of organized religion. This growing non-religious minority reduces the traditional societal role of congregations in family celebrations of lifecycle events. Forestalling of religious rites of passage, such as marriage and baptism, and the lowering expectations on religious funeral services, could have long lasting consequences for religious institutions.

2. INCREASING NUMBER OF PEOPLE BECOMING MORE “SPIRITUAL” AND LESS “RELIGIOUS”

A small but growing minority of the United States population describe themselves as Spiritual but Not Religious (meaning not connected to organized religion): 9% of Americans were Spiritual but Not Religious in 1998, rising to 14% in 2008; and 18% of eighteen- to thirty-nine-year-olds say they are Spiritual but Not Religious, compared to only 11% a decade ago. If what people mean when they say they are Spiritual but Not Religious is that they are generally concerned with spiritual matters but are not interested in organized religion, then this trend indicates a growing minority of the population whose spiritual inclinations do not lead them to become involved in churches, synagogues, or mosques. In our increasingly pluralistic society, to be “spiritual” is more likely to represent an eclectic spirituality, drawing not only from the various streams of Christianity, but including elements of other religious traditions.

3. DECLINING PARTICIPATION IN CHRISTIAN CHURCHES

By measure of participation such as worship attendance, marriages and baptisms in the church, and child and youth participation in faith formation programming, the trend is toward declining participation in church life in mainline Protestant and Catholic churches. Among young Hispanics, immigrants attend church services more regularly than do the native born

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(second and third generation). Combined with the trend toward fewer Christians and the growing numbers of religiously unaffiliated, it appears that succeeding generations of Christians are less likely to be exposed to formation in the Christian faith because worship attendance is down, and therefore participation in church life, education, and activities is likewise down. This means less exposure to the Christian tradition and teachings, reduced opportunities to experience the Christian way of life, and far less reinforcement of the Christian faith in church settings. The effect of these trends can be found in research on emerging adults (twenty- to thirty-year-olds): only 15% embrace a strong religious faith and another 30% believe and perform certain aspects of their religious traditions; at least 40% have no connection to a religious tradition.

4. INCREASING DIVERSITY AND PLURALISM IN AMERICAN SOCIETY

American society reflects a growing diversity of ethnic cultures and nationalities and their traditions, customs, foods, and languages, and also a growing diversity of religious traditions from the East and the West. Pluralism creates both richness and tensions. We live next door to other nations; we're engaged in conversation with people from all parts of the world, with customs and expectations vastly different from our own. We also live in a pluralistic society in which no single authority exercises supremacy and no single belief or ideology dominates. Christian culture is no longer at the center of American life; it has been replaced by a tapestry of religious and spiritual alternatives and choices. The range of religious practice and belief in American society today is enormous, and it is all around us. The increasing diversity and the pluralism of belief and practice undermine the plausibility and truth-claims of any single religious tradition. The diversity of religious choice and openness to everything religious results in people crisscrossing religious boundaries as they construct their own personal spiritualities. We have become a society of "spiritual tinkerers" (Robert Wuthnow), which makes developing and sustaining a Christian identity and religious commitments exceeding difficult.

5. INCREASING INFLUENCE OF INDIVIDUALISM ON CHRISTIAN IDENTITY AND COMMUNITY LIFE

The influence of individualism means that religious identity is more autonomous and deliberate today and that religion is less anchored in a sense of belonging. There is a decline in connectedness; a weakening or severing of the *social* basis of religion in family, marriage, ethnicity, and community; a decline in the perceived necessity of communal or institutional structures as constituent of religious identity. Religious identity today is not only less bounded by doctrine or creed; it is also less nurtured and reinforced by community. Significant numbers of Americans see little necessary connection between being spiritual and being part of a historic tradition, or part of a disciplined community of faith. This is reinforced by the mass media's not so subtle message that you don't need a religious community to engage "God issues." Nominal membership increasingly replaces active involvement, a development paralleling national civic trends. Religion is perceived less as an inherited phenomenon, or as a binding community of discipleship and obligation. Religious leaders and institutions, which traditionally provided the framework within which religious meaning was constructed, have become increasingly peripheral to the spirituality and "lived religion" of private personal enterprise.

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6. CHANGING PATTERNS OF MARRIAGE AND FAMILY LIFE

It appears that one of the reasons for the decline in church participation is that younger Americans are marrying later, having fewer children, and having them later—all of which means that far more younger Americans are single and childless than was true a generation ago and that the same younger Americans are not settling into religious congregations at the same rate as their parents did in the 1970s. Religious practice is especially influenced by marrying, settling down, and having children and raising them. Since individuals who marry are more likely to attend religious services than are those who delay marriage, the postponement of marriage and childbearing has contributed to the decline in church attendance. Also, there has been a dramatic increase in religiously mixed marriages and partnerships: more than one in four (27%) American adults who are married or living with a partner are in religiously mixed relationships. If people from different Protestant denominational families are included, for example a marriage between a Methodist and a Lutheran, nearly four in ten (37%) marriages are religiously mixed.

7. DECLINING FAMILY RELIGIOUS SOCIALIZATION

Family religious socialization has always been the foundation for the development of faith and faith practices in children, and for participation in church life and worship. As Christian Smith observes, “teenagers with seriously religious parents are more likely than those without such parents to have been trained in their lives to think, feel, believe, and act as serious religious believers, and that training “sticks” with them even when they leave home and enter emerging adulthood. Emerging adults who grew up with seriously religious parents are through socialization more likely (1) to have internalized their parents’ religious worldview, (2) to possess the practical religious know-how needed to live more highly religious lives, and (3) to embody the identity orientations and behavioral tendencies toward continuing to practice what they have been taught religiously” (Smith, 232). Significant indicators, such as religious identification as a Christian, worship attendance, marriages and baptisms in the church, and changing generational patterns, point to a decline in family religious socialization across all denominations, but especially among Catholic and Mainline traditions. Religious practice among the next generation of parents (young adults in their twenties and thirties) is especially influenced by marrying, settling down, having children and raising them. Since individuals who marry are more likely to attend religious services than are those who delay marriage, the postponement of marriage and childbearing has contributed to the decline in church attendance. Complicating this picture is the fact that an ever growing percentage of Christians (at least 30%) are not getting married in a religious ceremony. The less contact that young adults have with the Christian tradition, through participation in a local church, the less family religious socialization that is likely to take place when they marry and have children.

8. INCREASING IMPACT OF DIGITAL MEDIA AND WEB TECHNOLOGIES

Technology and digital media are transforming the ways we live. Globalization and pluralism are driven by this unprecedented technological change. People meet on Facebook and share their inspirations on YouTube all the while Tweeting to an assortment of friends. Groups of people at opposite ends of a continent or around the globe don’t need to leave their own

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contexts in order to meet in real time and in video, on Skype or some webinar format. Social connectivity is being leveraged globally online. People's use of the Internet's capabilities for communication—for creating, cultivating, and continuing social relationships—is undeniable. However, time spent online often takes time away from important face-to-face relationships. As of 2010, virtually all of those twenty-nine and younger in the United States today are online, as are 93% of teens (12–17) and young adults (18–29), 81% of adults thirty to forty-nine years old, 70% of adults fifty to sixty-four years old, and 38% of adults sixty-five and over. Increasingly people are accessing the internet on smart phones like the iPhone to send or receive text messages, take a picture, play a game, check email, record video, instant message, play music, get maps or directions, or record and watch video. Media are among the most powerful forces in young people's lives today. Eight- to eighteen-year-olds spend more time with media than in any other activity besides (maybe) sleeping—an average of more than seven hours a day, seven days a week. The television shows they watch, video games they play, songs they listen to, books they read, and websites they visit are an enormous part of their lives, offering a constant stream of messages about families, peers, relationships, gender roles, sex, violence, food, values, clothes, and an abundance of other topics too long to list. How will these new digital technologies transform our lives and our religious identities? What will be the impact of this technological revolution on faith formation and Christian congregations?

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5 Objectives

Based on congregation input and taking into account the information described in the Assumptions section, the Planning Team identified the following key objectives for the 2011-2020 time frame. Strategies for achieving each objective are covered in section 6.

1. Effectively Minister to an **Aging Membership**
2. Effectively Minister to **Young Adults and Families**
3. Maintain and Enhance **Worship Variety and Music**
4. Encourage Growth in **Evangelism, Fellowship, and Faith Development**
5. Leverage **Outreach as a Strength** in Calvary's Ministry
6. **Intentionally and Clearly Communicate** Calvary's Mission and Vision to the Congregation and Community

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6 Strategies

This section identifies strategies for achieving the Section 5 Objectives. For each top-level strategy defined, specific examples are offered about actions that *could* be taken to address the strategy. No priority is assigned to the objectives or strategies, and required resources are not specified. Those tasks are left to the Council.

6.1 Effectively Minister to an Aging Membership

The average age of our membership is increasing and analysis of the trends listed under **Assumptions** indicates that this trend is likely to continue. Following are some strategies that specifically address the needs of aging members.

- I. Cultivate a senior-friendly environment that encourages aging members to continue to be involved and see themselves as valuable participants in the body of Christ. For example:
 - A. Provide transportation to church and doctor appointments for those who don't drive.
 - B. Develop home-visitation teams for those who are unable to be present in worship and the community.
 - C. Consider ways to make the church facility safe and accessible (e.g., lighting, elevator, handrails, signs, bathrooms, etc.).
 - D. Honor the faith experience of our seniors (e.g., celebration luncheon).
- II. Encourage older members to be engaged in intergenerational fellowship opportunities.
 - A. Develop an adopt-a-grandchild ministry (either in conjunction with a newly established Lutheran preschool/daycare or within the membership in general).
 - B. Invite older members to identify ways that other members can serve them in their homes (painting, yard clean up, housecleaning).
- III. Attend to age-specific concerns. For example:
 - A. Minister to caregivers.
 - B. Provide guidance and resources (such as introduction to retirement living, medical directives, etc.).
 - C. Consider providing an eldercare program onsite.
 - D. Partner with a not-for-profit organization (e.g. Tacoma Lutheran Home or Wesley Homes) to build senior housing that would include a recreational facility for youth and adults that could be utilized in Calvary's ministries.
 - E. Include a liturgical worship style that honors the worship values of this generation.
- IV. Use appropriate communication tools to reach aging members.
 - A. Strengthen Phone Friends ministry.
 - B. Consider implementing Robo calls (since e-mail or web communication can fail to reach members who rarely or never use computers or the internet).
 - C. Facilitate opportunities for seniors to learn new technology.
 - D. Make worship services available to those who are homebound (e.g. podcasts on website, CD/DVD).

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6.2 Effectively Minister to Young Adults and Families

For our congregation to thrive we must focus on programs that appeal to the needs of young adults and families. We believe that the following strategies specifically address the needs of, and will increase Calvary's appeal to, young adults and families.

- I. Develop technologies that allow young adults to feel more at home at Calvary
 - A. Develop Website that is a compelling social network
 - 1. Home page invites users into an interactive experience
 - a. Website is a hub for spiritual tinkering (i.e., provides opportunities to explore faith, spiritual gifts, ways to become further involved in the community)
 - b. Include links to other faith resources (theology, books, films, popular culture reviews).
 - B. Use appropriate technology in worship, education, and fellowship experiences.
- II. Open a Lutheran Preschool/Daycare at Calvary:
 - A. Structure the curriculum, staffing, and policies for an overtly faith-based experience (including weekly chapel, program integrated with Vacation Bible School in the summer).
 - B. Invite parents to interact with faith community (Mother's of Preschoolers, enroll children in Learning in Motion and VBS, include in parenting workshops, etc.)
 - C. Invite faith community to interact with preschool/daycare families (e.g., "Adopt-a-Grandchild" program, etc.).
- III. Target Young Adults for Leadership Development opportunities
 - A. Cultivate confidence among young adults by developing mentoring opportunities that encourage young adults to take a more active role in church leadership (as worship leaders, etc.).
 - B. Invite young adults to attend Leadership Training Programs (outside the congregation).
 - C. Cultivate leadership potential among High School youth (e.g., through scholarship opportunities) so that they will be active young adults in the church.
- IV. Attend to Age- and Life-Specific Concerns with sustainable ministries
 - A. For Young Parents:
 - 1. Develop Mothers of Preschoolers (MOPS) program
 - 2. Build a cry-room adjacent to the worship space
 - 3. Create opportunities for families with children in similar age-ranges to gather.
 - 4. Provide baby- and toddler-friendly environment (changing tables, stepping stools, updated worship bags).
 - 5. Provide Parenting Workshops.

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B. For Young Adults:

1. Host Bible study/fellowship/worship opportunities on weeknights and weekends with childcare available.
2. Provide alternate worship experiences (Taize, etc.) with childcare available.
3. Provide intentional fellowship opportunities for young adults to gather with their peers.

V. Provide multiple gateways to engage in life at Calvary:

- A. Develop a "Third-Place" (Satellite) Ministry Site designed expressly to serve Young Adults who want to explore faith (such as a café, pub, or other setting outside the church building).
- B. Promote hands-on service opportunities to Young Adults.
- C. Provide a variety of worship experiences (ancient, traditional, contemporary, evening, outdoors, etc.).
- D. Create a hospitable, comfortable facility.
- E. Invite the families of building-users to participate in the life of the congregation.

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6.3 Maintain and Enhance Worship Variety and Music

Calvary members value quality and variety in their worship and music. Following are some strategies for maintaining and enhancing this experience:

- I. Incorporate more variety into worship services.
 - A. Introduce different styles of music and worship experiences (Taize, Compline) into the existing worship settings.
 - B. Engage the congregation in dialogue during sermons (discussion with someone in the pew, response to preacher's questions, interviews).
 - C. Use multi-sensory experiences (art, poetry, film, dance) whenever possible and appropriate.
 - D. Evaluate ways to situate worship furnishings and reorient worshippers' attention so that worship isn't just "up front."
 - E. Occasionally include dramatic monologues, dialogues, or plays during worship.
 - F. Provide midweek Taizé or other creatively traditional worship once a month or weekly—specifically to reach Young Adults and the un-churched, with the following characteristics:
 1. Interactive experiences (prayer with movement; prayer stations);
 2. Art and ambiance (unconventional banners, visuals on screen, candles);
 3. Simple, repetitive music;
 4. Special musical presentations;
 5. Holy Communion.
- II. Actively solicit members and staff to share their talents (music, writing, fine art, drama, dance, video productions etc.) in worship.
 - A. Encourage original works from members and staff.
 - B. Actively welcome new participants in current worship ministries.
- III. Make facility changes that will improve the worship experience.
 - A. Improve lighting in the sanctuary.
 - B. Revitalize appearance of the sanctuary chancel and nave to host a 21st-century audience.
 - C. Investigate the possibility of redesigning the Sanctuary to make it more intimate and modern.
 - D. Supply padding for the first 5 to 10 pews on either side of nave.
 - E. Update front doors to Narthex to make the main entrance more obvious and welcoming (e.g., replace wood doors with glass doors).
 - F. Make "front porch" areas of church (Learning Center entrance and Narthex) more welcoming and functional.

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IV. Upgrade audio-visual capabilities to enhance the worship experience:

- A. Add a closed-circuit TV camera with monitors/screens on outside aisles of the sanctuary to help people see better, and to accommodate the projection of song lyrics for select services
- B. Improve or replace sound system in the sanctuary to help hearing impaired, to enable recording for Internet and CD/DVD distribution, and to manage the balance between instrument and voice volume in worship.
- C. Position AV equipment so that is easily accessible, but hidden from view, to enhance worship service.
- D. Make all engineering improvements aesthetically pleasing (e.g., create “invisible” conduits for wiring and cords).

V. Involve more members in worship leadership:

- A. Intentionally encourage visible male leadership in worship (to emphasize priority for male-female shared leadership).
- B. Encourage and train our confirmed youth to serve as worship leaders.
- C. Assemble short-term worship planning teams for seasons of the church year.

VI. Provide an alternate opportunity for people to attend worship.

- A. Create an evening worship opportunity (i.e. Sunday evening or a week night) to accommodate people who have to work Sundays or who otherwise would not attend on Sunday mornings.

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6.4 Encourage Growth in Evangelism, Fellowship, and Faith Development

- I. Provide leadership opportunities designed to engage all Calvary members in ministry.
 - A. Develop a leadership program that sustains present and future ministries.
 - B. Develop seasonal teams (one example already implemented at Calvary is the VBS Team) to plan specific events. (The advantage of this short-term team approach is that members may be more willing to serve if they are not asked to make a longer-term team commitment that they may be unable to fulfill.)

- II. Increase ministry opportunities for men:
 - A. Build up men's ministries in the congregation, especially small group and Bible study opportunities for men who work.
 - B. Intentionally encourage men's visible participation in leadership roles.

- III. Expand faith development opportunities.
 - A. Initiate more faith study groups to serve working men and women, youth, and young adults.
 - B. Encourage Faith Formation Team to give priority to developing believers' skills in Prayer and Faith Sharing.
 - C. Create an interactive website that accommodates learning and growth in faith by including:
 - 1. An online Discovery process (gift inventory).
 - 2. Suggested books, films, and other faith resources.
 - 3. Links to other online faith development resources (e.g., Bible study tools).
 - 4. Daily devotions.

- IV. Strengthen Evangelism efforts:
 - A. Host "Unbinding Your Faith" Four-week small-group opportunity targeted to un-churched (especially Young Adults).
 - B. Host Lutheran preschool/daycare that intentionally welcomes un-churched families into the life of the congregation.
 - C. Regularly encourage members to invite un-churched to join in Outreach (service) opportunities.
 - D. Expand seasonal prayer groups, special worship, and small group opportunities to intentionally include newcomers.
 - E. Host focus groups with non-churchgoers that inform us of how to promote new ways to share our faith and invite others into fellowship.
 - F. Install an electronic reader board on 320th, announcing upcoming events, programs, worship services, etc.
 - G. Develop connections with groups who use our facility, such as the FW Chinese Fellowship, Community Supper guests, and Alcoholics Anonymous.

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- V. Provide opportunity for fellowship:
 - A. Host a fundraising event that provides opportunity for fellowship (for example, “Late Nite Catechism” to benefit Habitat for Humanity in Westway), and to invite newcomers into the life of the congregation.
 - B. Create a divorce support group.
 - C. Schedule more Coming Together worship services.
 - D. Encourage fellowship with our mission partners at Federal Way Chinese Fellowship (for instance, have a Coming Together service at Pentecost combining liturgical/musical/preaching elements).
 - E. Cultivate a culture that includes all (regardless of sexual orientation or appearance).
 - F. Host music events involving musical groups (such as St. Olaf, PLU, Luther choirs).

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6.5 Leverage Outreach as a Strength in Calvary's Ministry

Congregation members expressed satisfaction with the outreach activities that Calvary participates in. Consequently, the strategies identified here involve enhancing existing ministries and looking for ways to expand outreach beyond our facility.

- I. Expand the outreach ministries Calvary is already involved in:
 - A. Explore the Master Building Plan in order to develop future services for our guests (such as offering shower facilities or a place to wash clothes).
 - B. Upgrade kitchen to better serve Reach Out, Community Supper, etc.
 - C. Expand leadership in Outreach.
 - D. Leverage current strengths in Outreach to encourage the participation by Young Adults and Families.
 - E. Offer or host English as a Second Language (ESL) classes.

- II. Engage in community service opportunities outside our congregation.
 - A. Organize intergenerational mission trips (especially appealing to young adults).
 - B. Evaluate the possibility of a mentoring ministry with COPE Living Stones Lutheran Prison Ministry Outreach for Parolees.
 - C. Participate in a partnership with other Federal Way congregations to provide shelter to women (and children?) in addition to serving men through Reach Out.
 - D. Explore possible partnerships with the City of Federal Way as civic leaders develop the downtown core into a more vibrant, densely populated, people-friendly place.
 - E. Investigate ways to further encourage partnerships between congregation members and local non-profit agencies.

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6.6 Intentionally and Clearly Communicate Calvary's Mission and Vision to the Congregation and Community

Both the Focus Group data and the Assumptions indicate that Calvary needs to use every appropriate opportunity and means to communicate with members and the community about its ministry:

- I. Calvary's website must effectively communicate the congregation's life and ministry.
 - A. Update website to increase its visual appeal with:
 1. High-impact home page that conveys the essential values of the congregation, and welcomes people to explore faith in Christ;
 2. A moving bulletin board that invites the reader to further explore the activities of the congregation.
 3. Horizontal and vertical tabs (more options for finding what you need from home page)
 4. Short pages that quickly convey the desired subject matter.
 - B. Provide links to faith resources, such as:
 1. Daily scripture and prayer (on home page)
 2. Bible and faith study resources.
 3. Federal Way Chinese Fellowship.
 - C. Offer stewardship opportunities online
 1. Direct donation on front page of website.
 2. Enrollment forms for Thrivent's "Simply Giving" program.
 - D. Sermon and faith story podcasts
 - E. Simulcast worship for those unable to attend
 - F. Provide an interactive program that invites visitors to explore their faith:
 1. Spiritual gift inventories.
 2. Online time and talent signup.
 3. Confirmation and Bible study lessons.
- II. Increase Calvary's presence through other media:
 - A. Investigate robo calls (as a non-internet communication medium).
 - B. Establish and maintain appropriate social media (Facebook, YouTube, Twitter).
- III. Update physical plant to communicate a hospitable and modern environment:
 - A. Improve exterior and interior signage for building users.
 - B. Make main entrances contemporary and inviting:
 1. Replace or upgrade main (Narthex) doors to create obvious entry (glass?).
 2. Improve lighting.

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3. Streamline décor to physically accommodate traffic flow.
 - C. Upgrade or replace Narthex bulletin boards with monitor(s) announcing current events and simulcasting worship.
- IV. Personalize communication about ministry and opportunities to serve.
- A. Highlight ministries and their leaders by having team leaders (or members) invite people to participate in specific upcoming events.
 - B. Regularly spotlight ministries and their leaders in the Caller.
 - C. Host "temple talks" in worship that identify ministries and inform people about their purpose.

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7 Recommendations

The Planning Team recommends that the Council give the following ministries (in no particular order) immediate attention.

- Initiate task force to develop Preschool/Daycare ministry (see sections 6.2-II and 6.4-IV.B).
- Cultivate a senior-friendly environment (see section 6.1-I.).
- Initiate a task force to update and modernize website and other technologies to meet needs of congregation and visitors (see sections 6.1-IV, 6.2-I, 6.4-III.C, 6.6-I and 6.6-II).
- Initiate task forces to cultivate leadership in two categories: Young Adults (see section 6.2-III and 6.3-V.A) and Men's Ministry (see sections 6.3-V.A and 6.4-II).
- Consider building enhancements to create a welcoming environment (see sections 6.1-I.C, 6.2-IV.A.2, 6.3-I.D, 6.3-III, 6.3-IV, 6.4-IV.F, 6.5-I.A&B and 6.6-III).
- Evaluate how the pastor(s) and staff's efforts will need to change to accommodate the Long-Range Plan, and how the congregation can best support these changes.
- Revisit Master Building Plan in light of strategies.

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Appendix A: Long-Range Plan Development Process

The Plan was developed in the following manner:

- In May of 2010, the Council chose a team of congregation members to serve on a Long-Range Planning team, the purpose of which would be to develop and present to the Council a set of long-range ministry objectives, and strategies for achieving those objectives. Team members were chosen to represent a cross-section of the congregation in terms of gender, age, and length of membership.

Planning Team members were as follows: Kevin Anderson, Pastor Lori Cornell, Dave Frost, Waverly Hagen, Karin Johnson, Gail Pierson, Mike Ragan, Tim Riddle, Duane Sawyer, Shari Winslow.

- On June 14th the Planning Team met for the first time and determined that the first task of the team would be to gather feedback from congregation members for the Plan. The team decided to use focus groups as the mechanism to get the data. During the months of June and July the team met four times to design the focus group questions and to work out the logistics of conducting the focus groups. Each focus group was assigned a facilitator, note-taker, and refreshment provider.
- During August, September, and early October, sixteen focus groups were conducted and congregation members' comments were collected.
- During October, focus group comments were combined, categorized, and summarized.
- October 23 the Planning Team held a Saturday retreat with Council members during which the group considered relationship of the focus group data to trends article (see Assumptions).
- In December through April, the Planning team met nine times. During that time the team (1) prepared a report to the congregation to be given at the annual meeting summarizing Planning Team activities to date; (2) identified common themes from the focus group data; (3) set objectives; (4) defined strategies to achieve the objectives; (5) prepared a final report for submittal to the Council by April.

Appendix B: Calvary Experiences by Age Group

The Planning Team constructed the following table on February 12, 2011 to indicate what experiences (opportunities) currently exist at Calvary Lutheran Church for members in differing age brackets (and the un-churched as a whole). Experience categories appear across the top of the table. The Planning Team used this data to determine any gaps in experiences that may exist.

Ages	Family /Home	Individual	Small Group	Large Group	Community (Federal Way, next state)	World
1-11	Advent/Lenten Devotionals Children's Library		Learning in Motion Family Summer Hikes	Vacation Bible School Worship Coffee House Prayer Vigils Intergenerational Events Christmas Program Adult Forum	Red Wagon Summer Camp Service Projects Untree	Operation Christmas Child Heifer Project
12-18	Advent/Lenten Devotionals	Acolyting Worship Leader Write Devotions	Confirmation HS Group Council Vacation Bible School Family Summer Hikes Bell Choir DL Band	Retreats Vacation Bible School Worship Coffee House Prayer Vigils Intergenerational Events Christmas Program Adult Forum	Red Wagon Serve Reach Out Dinner Sack lunch Service Projects Summer Camp Untree	Operation Christmas Child Heifer Project
19-38	Devotional booklets Lenten Devotionals	Worship Leader Weddings Write for Caller Write Devotions Internet Daily Texts Faith Testimonies	Lenten Small Groups Confirmation Parent Mtg Family Summer Hikes Choirs DL Band Body & Soul Sisters Young Adults (1/mo) Bldg Grounds Clean Up Ministry Teams Parent Seminar Finance Seminar	Women's Retreats Vacation Bible School Worship Coffee House Prayer Vigils Intergenerational Events Adult Forum Stewardship Luncheon Annual Meeting	Red Wagon Serve Reach Out Dinner Sack lunch Habitat Untree Chaperone Youth	Kiva Microloans Mission trips (Biloxi) [Synod Giving] Food for the Poor Operation Christmas Child
39-50	Devotional booklets Lenten Devotionals	Worship Leader Write Devotions Internet Daily Texts Faith Testimonies	Lenten Small Groups Confirmation Parent Mtg Family Hikes Choirs DL Band Body & Soul Sisters Bldg Grounds Clean Up Ministry Teams Financial Seminar	Women's Retreats Vacation Bible School Worship Coffee House Prayer Vigils Intergenerational Events Adult Forum Stewardship Luncheon Annual Meeting	Red Wagon Serve Reach Out Dinner Sack lunch Habitat Untree	Kiva Microloans Mission trips (Biloxi) [Estonian relationship] Food for the Poor Operation Christmas Child
Ages	Family /Home	Individual	Small Group	Large Group	Community (Federal Way, next state)	World

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51-60	Devotional booklets Lenten Devotionals	Worship Leader Write Devotions Internet Daily Texts Faith Testimonies	Lenten Small Groups Bible Study Groups Confirmation Parent Mtg Choirs Women's Book Group Prayer Shawl Ministry DL Band Body & Soul Sisters Bldg Grounds Clean Up Ministry Teams Financial Seminar	Women's Retreats Vacation Bible School Worship Coffee House Prayer Vigils Intergenerational Events Adult Forum Stewardship Luncheon Annual Meeting	Red Wagon Serve Reach Out Dinner Sack lunch Habitat Untree	Kiva Microloans Mission trips (Biloxi) Food for the Poor Operation Christmas Child Travel Group (educational trip)
61-75	Devotional booklets Lenten Devotionals	Worship Leader Home HC Visitor Write Devotions Internet Daily Texts Faith Testimonies	Lenten Small Groups Bible Study Groups/Circles Choirs Women's Book Group Prayer Shawl Ministry DL Band Care Connection Body & Soul Sisters Bldg Grounds Clean Up Ministry Teams Financial Seminar	Women's Retreats Vacation Bible School Worship Coffee House Prayer Vigils Intergenerational Events Adult Forum Stewardship Luncheon Annual Meeting	Red Wagon Serve Reach Out Dinner Sack lunch Habitat Untree	Kiva Microloans Mission trips (Biloxi) Food for the Poor Operation Christmas Child Travel Group (educational trip)
75 +	Devotional booklets Lenten Devotionals	Worship Leader Home Communion Visits Care Connection Help Faith Testimonies	Lenten Small Groups Bible Study Groups/Circles Prayer Shawl Ministry Phone Friends Ministry Teams Financial Seminar	Women's Retreats Vacation Bible School Worship Coffee House Prayer Vigils Stewardship Luncheon Annual Meeting	Red Wagon Serve Reach Out Dinner Sack lunch Habitat Untree	Kiva Microloans Mission trips (Biloxi) Food for the Poor Operation Christmas Child Travel Group (educational trip)
un-churched	Website	Pre-Marriage Prep Website	Parenting Seminar Financial Seminar	Coffee House friends Choir Cantata audience Vacation Bible School Families	Reach Out Guests Sack Lunch Guests Community Supper Guests AA Meetings Lutheran Counseling Network FW Chinese Fellowship	