

**Calvary Lutheran Church  
Federal Way, Washington**

**2006 – 2010 Strategic Plan  
Draft #2  
December 13, 2005**

**Summary**

This document constitutes Draft #2 of the 2006 – 2010 Strategic Plan for Calvary Lutheran Church. The Plan consists of four primary elements:

- **Foundations** – The Plan builds on Calvary’s Mission and other statements of purpose and faith that the Congregation has previously adopted.
- **Goal** – The Plan identifies the congregation attributes that we currently have, and would like to keep in the future; the attributes we currently have, but would like to drop in the future; and attributes that we don’t currently have, but would like to add in the future. Together, these attributes comprise the Goal of the Plan, what we would like the congregation to be in five years.
- **Objectives** – The four sets of attributes that we don’t currently have, but would *most* like to add during the next five years, comprise the Objectives of the Plan.
- **Strategies** – For each of the four sets of attributes that we would most like to add in the future, the Plan specifies Strategies for establishing these attributes during the 2006 – 2010 period.

By design, the Plan does not address theological or spiritual issues, although they are considered in the Foundational statements. Instead, the Plan focuses on how the Congregation can improve the service that we provide each other and the community in which we live.

The Congregation would like to keep most of the attributes we currently have, including our emphasis on Lutheran worship; the current ministries and programs we offer; our current facilities (with specific exceptions where upgrades are necessary), organization, and staff; and the attitudes of our members about each other (caring) and social justice. Equipping Ministry, which we are in the process of establishing, is another attribute that we would like to keep. The attributes that we have but would like to drop consist primarily of attitudes – trying to be everything to everybody, the fear of change, and the mentality of scarcity. Approximately 50 attributes that we don’t currently have but would like to add in the future were identified. These include additional ministries and programs, focused both on members and the less fortunate in our community; as well as expansion and improvement of our facilities.

Our Goal for 2010 can be summarized as *building upon our existing, solid foundation to better minister to our members and better serve the less fortunate in our community.*

The four sets of attributes that we would *most* like to add during the 2006 – 2010 period, which constitute the Objectives of the Plan, are to:

- Complete renovation of the Education wing
- Develop a successful Youth and Family Ministry

- Expand our service to the community
- Improve our ministering to each other.

These four objectives are deemed to be of equal importance. The strategies to accomplish these objectives include:

- **Education Wing** – A Remodeling Committee is being formed to plan the completion of the renovation effort and then oversee execution of the plan.
- **Youth and Family Ministry** – A Y&FM Planning Committee was formed in early 2005. This Committee is preparing a plan for a long-term, sustainable Y&FM.
- **Outward Service** – Four strategies were identified for achieving this objective: 1) Form a Task Force to identify needs, existing organizations, etc., and establish priorities; 2) Align the congregation with an existing service organization (e.g., Habitat for Humanity, Multi-Service Center, School District) and focus congregation-wide efforts toward that one organization; 3) Provide resources and encouragement for small groups to add a service component to their activities to the cause of their choice; and 4) Provide resources and encouragement for individuals to provide service to the cause of their choice.
- **Internal Ministering** – This objective has several dimensions, and each dimension has one or more supporting strategies. For example, in the Education area, the strategy is to develop leaders, so that the same 10-12 members don't always have to carry the load; in the Lifelong Discipleship area, the strategy is to revitalize Small Groups by providing top-down coordination and support.

## **Strategic Plan Development Process**

The Plan was developed in the following manner:

- Between March and July 2005, the Council held four brainstorming sessions, each approximately one hour long, at its regularly scheduled monthly meetings.
    - In March, the Council generated ideas about Attitudes, Facilities, Ministries, Programs, Member Demographics, and Organization / Staff (collectively, "Congregation Attributes") that we:
      - Have, Want to Keep (labeled "Keep" in the remainder of the Plan)
      - Have, Want to Drop ("Drop")
      - Don't Have, Want to Add ("Add").
- Over 100 attributes in these three categories were generated, although some were similar to others.
- In May, the Council generated additional attributes; discussed ideas in the Keep and Drop categories to determine if any should be deleted; prioritized the attributes in the Add category by voting; and consolidated the top ten vote-getters into four groups of attributes.
  - As discussed below, two of the selected attribute groupings are already being worked on by teams of Congregation members. In June, the Council generated ideas about how to accomplish the third grouping of attributes, and consolidated these ideas into three strategies.

- In July, the Council generated ideas about how to accomplish the fourth grouping of attributes, and consolidated these ideas into four strategies.
- In August and September 2005, members of the Council prepared Draft #1 of the Plan, and submitted it to the Council for review and comment.
- Between October and December 2005, the draft Plan was revised to reflect comments from Council members. The resulting Draft #2 was presented and discussed at a Sunday forum in December. No changes to the Draft were made as a result of this meeting. Draft #2 will be submitted to the Congregation for approval at the January 2006 Annual Meeting.

## Foundations

The Congregation has 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.
- **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.

In addition, the 2005 Council voted to recommend that the Congregation adopt at the 2006 Annual Meeting the following 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.

## Goal

The attributes in the Keep, Drop, and Add categories that were identified are listed in the Appendix. Collectively, these attributes constitute the Goal of the Plan, i.e., what we would like the Congregation to be in five years.

Individually identified attributes include:

- **Keep / Drop** – In most regards, the Congregation is pleased with what we have or are, and want to retain the current characteristics, including:
  - Our focus on worship, and the fact the Gospel is preached
  - Our attitudes about each other and our community
  - The various ministries and programs we operate
  - The staff and organization we have
  - Except where specific upgrades are appropriate, our facilities.
- **Add** – The Congregation is ambitious in terms of building upon what we have, including:
  - Encouraging growth, and becoming even more “welcoming”
  - Expanding ministries and programs focused on the Congregation, particularly in the areas of faith education, youth and families, and service to each other (e.g., Parish Health Care)
  - Expanding our service to the community, particularly at-risk families, and by partnering with selected existing service organizations
  - Improving our facilities, by completing the renovation of the Education Wing, upgrading other facilities, and potentially building new ones (e.g., library, gym / hygiene center).

The Goal for 2010 can be summarized as follows:

*Calvary Lutheran Church will build upon our existing, solid foundation to better minister to our members and better serve the less fortunate in our community.*

## Objectives

Not all of the attributes listed in the Appendix are achievable within five years. Because of this, it is necessary to select the attributes or groups of attributes that we *most* want to Add during the next five years, and set as the Objectives of the Plan the achievement of these attributes (or attribute groupings). Defined in this manner, the Objectives of the Plan are:

- Complete renovation of the Education Wing
- Develop a successful Youth and Family Ministry
- Expand our service to the community. Areas of specific focus include support for high-risk families, local and global mission, and partnerships with existing service organizations.

- Improve our ministering to each other. Areas of specific focus include improving faith education, establishing an attitude of lifelong discipleship, developing a successful Parish Healthcare program, and instilling an attitude that encourages growth and change.

### **Strategies for Completing Renovation of the Education Wing**

Plans and specifications for renovation of the Education Wing were prepared in conjunction with those for construction of the Great Room. These plans call for building new classrooms and an office in the area beneath the Great Room; building new, larger bathrooms on both floors of the “old” Ed Wing; re-building classrooms and offices in the “old” Ed Wing to make better use of the space and improve its appearance; and upgrading the electrical, plumbing, heating and ventilating, and fire control systems.

The Management Team anticipates that approximately \$120,000 from the Making Room Campaign (2004 – 2006) will be available for these renovation efforts. This amount is clearly not enough to pay a Contractor to perform the entire renovation. In fact, it is doubtful that this amount is enough to pay for the materials for the entire renovation plus those activities that must be performed by a Contractor (e.g., plumbing for the new bathrooms), even if members perform most of the renovation activities.

Congregation members have contributed (including pledges scheduled to be paid in 2006) nearly \$1 million since 2000 for expansion and renovation of our facilities. The Council is hesitant to begin another capital campaign soon, particularly at the same time as pledges are still being paid as part of the current campaign.

As a result, the following strategy has been developed to complete the renovation of the Ed Wing:

- A Remodeling Committee is being formed to plan the renovation effort and oversee execution of the plan.
- To the extent possible, renovation activities will be performed by Congregation members.
- The plan will divide the effort into distinct phases. For example, Phase A will comprise completion of the classrooms, office, and closet beneath the Great Room. The plan for each phase will be prepared while the previous phase is being completed, and will include identification of the resources required to complete the phase, including member time, materials and supplies (and the associated cost) and, for activities that members are not qualified to perform, Contractor time (and the associated cost).
- A phase will not be started unless and until the Remodeling Committee is confident that the required resources, particularly capital to pay for materials, supplies, and Contractor time, are available. As necessary, the Committee will ask the Congregation for additional capital to complete the next phase.

### **Strategies for Developing a Successful Youth and Family Ministry**

A Youth and Family Ministry Planning Committee was formed in early 2005. While the Committee has carried out several Y&FM events (e.g., a picnic held in May 2005), the focus of its effort to date has been preparing a plan for a long-term, sustainable Y&FM.

To assist in the planning effort, the Council allocated \$2,600 of the 2005 operating budget for Y&FM training and materials. In addition, half of a \$10,000 one-time special gift that the Congregation received during the Spring of 2005 was allocated to Y&FM training. The Committee is in the process of hiring a consultant to perform training tailored to the needs of our Congregation.

### **Strategies for Expanding Our Service to the Community**

Achievement of this objective will require a concerted, organized, visible effort by the Congregation to increase our level of service to the less fortunate in our community, so that we see ourselves as contributing to the welfare of the community. The ideas that were generated to motivate this effort are listed in the Appendix. Consolidation and prioritization of these ideas resulted in four strategies for achieving this objective:

- In order to deliver the most “bang for our buck,” the Congregation will focus on providing service through alignment with existing service organizations, such as the School District or Multi-Service Center. Initially, in order not to spread ourselves too thin, we will align with just one such organization; over time, it may be possible to align with additional organizations.
- Small groups will be encouraged to provide service to the community, as well as to study and share fellowship. Again, this will be through alignment with existing service organizations. Although the small groups will be encouraged to align with the same organization with which the Congregation as a whole aligns, information will be provided to the small groups to support their selection of a different organization.
- Individual members will be encouraged to provide service. The Congregation will provide information to members to support their selection of an organization with which they can align. Members who provide such service will be recognized.
- A Task Force will be formed to determine what the unmet needs in the community really are, prioritize these for Calvary, and identify existing service organizations with whom we might partner. In addition to supporting the selection of an organization with whom the Congregation can align, the Task Force will develop information that small groups and individual members can use to select their own partner organizations. In selecting an unmet need and a partner organization, priority should be placed on needs in downtown Federal Way and among at-risk families.

### **Strategies for Improving Our Ministering to Each Other**

This objective constitutes a collection of attributes in the Add category. The attributes are related to one another loosely, in the sense that they are internally focused, i.e., they consider how we minister to each other. “Each other” here includes both members and others in our community who wish to participate, as a non-member, in the life and activities of our congregation.

Each of these attributes has a strategy associated with it:

- Improve faith education – The key to improving our faith education is to develop additional leaders in the Congregation, so that responsibility for planning and overseeing the program can be spread across more than the 10 - 12 “usual suspects.” Developing such leaders is a key

function of Equipping Ministry. The Council will work with EM to develop a plan for developing additional leaders in the Congregation that can contribute to faith education.

- Establish attitude of lifelong discipleship – The key to establishment of this attribute is a healthy small group “program,” in which small groups function year-round, grow and then subdivide, and provide opportunities for service as well as study and fellowship. In turn, the key to establishment of a healthy small group program is improved coordination and support by the Congregation, e.g., resources to group leaders so that they don’t have to find a new book on their own at the completion of the previous one.
- Parish Healthcare Program – A Task Force was formed in early 2005 to investigate the need for a program in which Congregation members who are health care professionals would provide basic “public health” services to other members.
- Attitudes toward growth and change – A lot of exciting things, which may be characterized as either growth or change, are happening in the Congregation. Many of these exciting things are only known about by the members that are involved in them; the Congregation as a whole is not excited about them because it doesn’t know about them. As a result, the Congregation as a whole doesn’t see the exciting side of change and growth, only the discomfort and disruption. The Council will work to improve communications about what it is doing, as well as other changes that are taking place, through temple talks, bulletin boards, and other channels.

### **The Role of Equipping Ministry**

Except in noting that it is an attribute that we have and would like to keep in the future, Equipping Ministry, which Calvary is in the process of establishing, was not explicitly considered during the strategic planning process. However, EM is a crucial element of the Strategic Plan, for two primary reasons:

- We want to be an EM church – and all that implies about how we relate to one another and the community.
- Successfully establishment of EM at Calvary increases the likelihood of success in achieving the four objectives discussed above. This should be especially evident in the discussion above about the strategies for improving our ministering to each other.

**APPENDIX**  
**IDENTIFIED ATTRIBUTES TO KEEP, DROP, AND ADD**

## Have, Want to Keep

Attitudes	Facilities	Ministries	Programs	Member Demographics	Organization / Staff
<ul style="list-style-type: none"> <li>• Determination to be the downtown FW church</li> <li>• Welcoming in worship</li> <li>• Boldness for social justice</li> <li>• Members that care about each other</li> <li>• Interaction between members</li> <li>• Warmth / hospitality</li> <li>• Change can be good for healthy attitudes</li> <li>• Gospel / Word is preached</li> </ul>	<ul style="list-style-type: none"> <li>• Landscaping that invites people to pause</li> <li>• Meeting rooms / Great room / Social hall / New addition</li> <li>• Sanctuary</li> <li>• Organ</li> <li>• Complete current building projects</li> <li>• Continue to improve for growth</li> </ul>	<ul style="list-style-type: none"> <li>• Small groups</li> <li>• Emphasis on youth</li> <li>• Great variety &amp; service to community</li> <li>• 3 services / Deeper Life</li> <li>• Focus on outreach</li> <li>• Emphasis on worship</li> <li>• Adult education</li> <li>• Prayer chains</li> <li>• Coffeehouse</li> <li>• Fellowship events</li> </ul>	<ul style="list-style-type: none"> <li>• Community supper</li> <li>• Sack lunches</li> <li>• NAMI</li> <li>• Opportunities to get together outside of church – e.g., Not-so-young adults</li> <li>• Education</li> <li>• Adult forum</li> <li>• Advent &amp; Lenten suppers</li> <li>• Energetic &amp; hospitable VBS</li> <li>• Mentoring of members in new positions</li> <li>• Circle of Concern / Care Connection</li> <li>• Red Wagon</li> <li>• New &amp; Old Testament studies</li> </ul>	<ul style="list-style-type: none"> <li>• All inclusive / cross-generations</li> <li>• Older membership – learn from their experience</li> </ul>	<ul style="list-style-type: none"> <li>• Visionary leadership</li> <li>• Keep staff stable (longevity)</li> <li>• Office coordinator</li> <li>• Plan for youth ministries</li> <li>• Management team / Council division of responsibilities</li> <li>• Volunteers to fill staff needs</li> <li>• Publications coordinator</li> <li>• Great pastors, who encourage members to lead</li> <li>• Equipping Ministry Directors</li> <li>• Separate organist &amp; choir director</li> </ul>

### Don't Have, Want to Add

Attitudes	Facilities	Ministries	Programs	Member Demographics	Organization / Staff
<ul style="list-style-type: none"> <li>● Focus attitudes toward growth</li> <li>● Reach beyond current ideas</li> <li>● Change is inevitable – look forward to it</li> <li>● Warmer with new people</li> <li>● Tolerance &amp; acceptance of the homeless</li> <li>● Personal follow-through for fellow believers (not expect pastors to do)</li> <li>● Clear &amp; consistent identity as a learning congregation that others can articulate</li> <li>● Lifelong discipleship</li> </ul>	<ul style="list-style-type: none"> <li>● Better layout and directions – obvious and intuitive</li> <li>● Update kitchen</li> <li>● Recreational facility – multipurpose gym / hygiene center</li> <li>● Complete / renovate Ed wing (and preschool)</li> <li>● Large shed to house yard equipment</li> <li>● Library &amp; other resources that are used and sought out by members &amp; community</li> <li>● Remodel / enlarge / add bathrooms</li> <li>● Kitchenette in Ed wing to make space usable</li> <li>● Facility to house / feed homeless</li> <li>● Boundaries for behavior of those who use facility</li> <li>● Custodians to clean bathrooms better</li> <li>● Social hall improvement</li> </ul>	<ul style="list-style-type: none"> <li>● Increased focus on community outreach</li> <li>● Partnership with service organizations – Habitat for Humanity, Multi-service center</li> <li>● Weekly e-mail version of Caller</li> <li>● Additional small groups, and supporting resources</li> <li>● Evaluate need for parish healthcare task force</li> <li>● Faith education that is sought out, the best in FW</li> <li>● Youth &amp; family ministry</li> <li>● Young adults</li> <li>● Local and global mission</li> </ul>	<ul style="list-style-type: none"> <li>● Endowment fund – and encouragement for estate planning</li> <li>● Coherent &amp; excellent music program (2)</li> <li>● A way to attract diverse attenders, e.g., street people hanging around Sunday a.m.</li> <li>● Active stewardship program</li> <li>● Fund college scholarships for youth</li> <li>● AA Christian group</li> <li>● Midweek or Sunday evening worship</li> <li>● Additional no-Calvary building uses (e.g., AA) &amp; hosting community events</li> <li>● Community involvement</li> <li>● More hospitality follow-up for new members</li> <li>● Transportation ministry for doctor care, grocery shopping, etc.</li> </ul>	<ul style="list-style-type: none"> <li>● More youth</li> <li>● More young families</li> <li>● More 50's and 60's</li> <li>● Diversity</li> </ul>	<ul style="list-style-type: none"> <li>● Youth &amp; family ministry coordinator / minister / staff</li> <li>● Music minister who excels, leads, and understands mission of congregation</li> <li>● Receptionist(s) and office assistant(s), not necessarily paid</li> <li>● Add hours to publication coordinator</li> <li>● More volunteers to fill staff needs</li> <li>● Business manager</li> </ul>

				<ul style="list-style-type: none"> <li>Noontime outreach</li> <li>Organized mentorship (discipleship)</li> <li>Support for at-risk families (e.g., parenting classes)</li> </ul>		
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**Have, Want to Drop**

Attitudes	Facilities	Ministries	Programs	Member Demographics	Organization / Staff
<ul style="list-style-type: none"> <li>Trying to be everything to everybody</li> <li>Fear factors – oh no, what will change next?</li> <li>Mentality of scarcity – we don't have enough members, money, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Carpets, esp. in social hall</li> <li>Old kitchen wallpaper</li> </ul>				