

**Our Savior's Lutheran Church  
Consultation Recommendations Report  
September 28, 2009**

**Introduction:** Council President Wayne Sharp formed the Implementation team for the purpose of reviewing all the recommendations made by Bill Tenny-Brittian, Consultant. The team was charged with preparing a report on how Our Savior's Lutheran church will embrace and integrate the recommendations. The tasks were to prioritize, prepare a timeline and assign to a team for appropriate follow-through and accountability.

The recommendations made by Bill Tenny-Brittian are designed to assist Our Savior's Lutheran church in reaching its goal "to become a central Missouri multi-site congregation by 2014 with 400 average worship attendance and 75 percent participation in faith development groups through offering gracious hospitality, indigenous/experiential/multi-sensory worship and life-transforming/intergenerational discipleship equipping." As such the Church Council at Our Savior's accepted all the recommendations and decided we must do everything we can to win people for Jesus Christ; our vision is to be disciples making disciples. The intent is to keep ourselves and all that we do sharply focused on achieving this vision.

**Definitions** that will be helpful in understanding the report include:

**DNA:** The congregation's mission, core values, bedrock beliefs, compelling vision, expected behaviors and strategic focus.

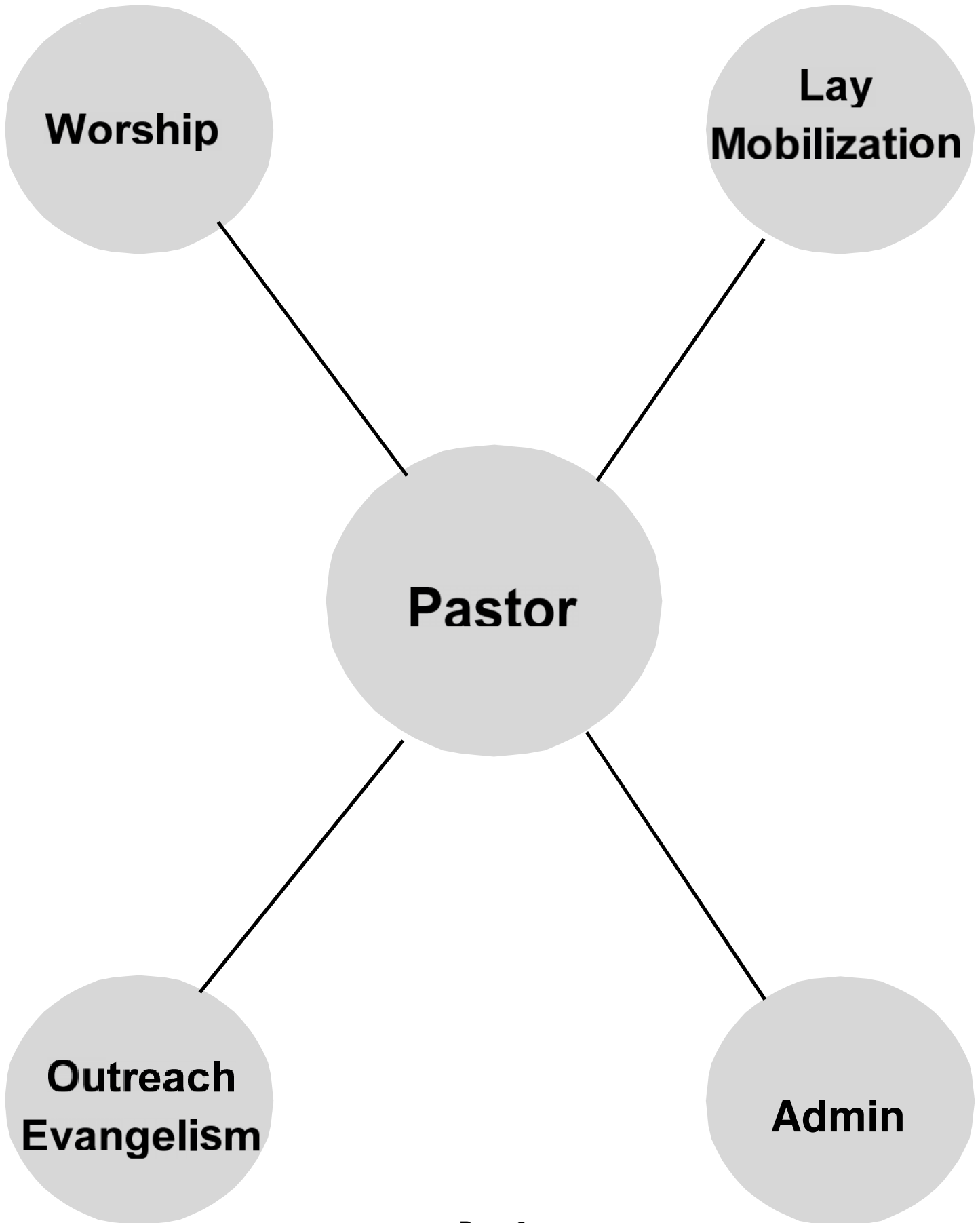
**Fractal:** A fractal is a repeating pattern.

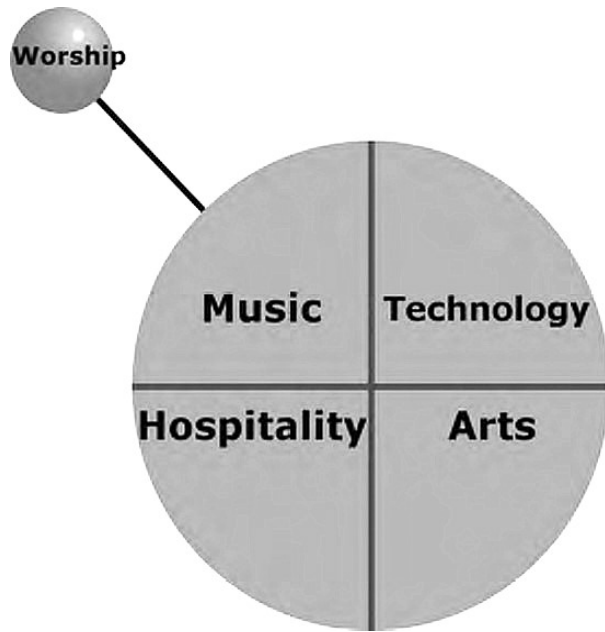
**Fractal model:** The fractal organizational model is one developed based on teams and team leaders. It begins with the Lead Pastor who is ultimately responsible for the accomplishment of the congregation's mission. It includes four major systems or quadrants necessary to accomplish the mission: 1) worship; 2) lay mobilization; 3) outreach evangelism; and 4) administration. See the illustrations on pages 2-3 of the report.

**Leadership team:** In the model of organizing for growth the leadership team is the lead pastor and the leaders of the four fractals (worship, lay mobilization, outreach evangelism and administration). See illustration on page 2 of the report.

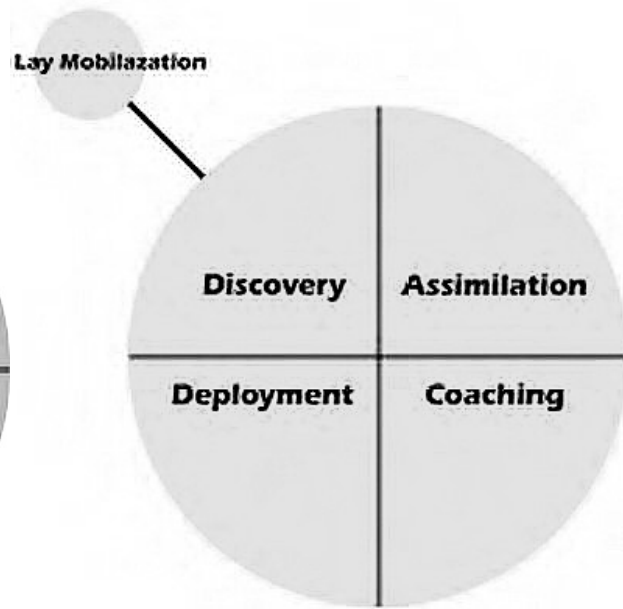
**Six key recommendations:** The consultant's report identifies six key recommendations that must be accomplished if Our Savior's is to reach our stated goal of 400 average worship attendance. These include:

- Systematize the integration and internalization of the DNA within the membership;
- By October 2009, organize for growth;
- Begin an immediate search for a full-time worship pastor;
- Develop an excellent children's worship program;
- Upgrade and offer missional, targeted worship opportunities; and
- Allow the staff the latitude for connecting with the unconnected.

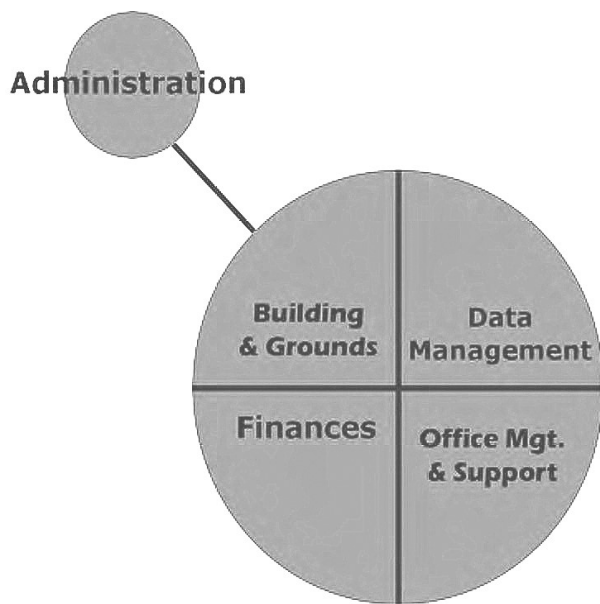




Worship quadrant fractals



Lay Mobilization quadrant fractals



Administration quadrant fractals



Outreach Evangelism quadrant fractals

The implementation team chose to focus first on these six recommendations and thus has developed the report in that order. The following is the implementation team report.

### **Systematize the Integration and Internalization of the DNA within the Membership**

The essence of this recommendation is to be dedicated to and consistent in keeping the vision of making disciples foremost in all that we do, including our communications within and outside of the church and our behaviors.

Task Force Recommendations include:

- The leadership team will develop guidelines for all communication from the church to ensure they are consistent with the DNA.
- All existing groups will model the DNA (these include small groups, women's group, Sunshine Boys, choir, bells, dinner for eight, any event we are sponsoring, any group using the building, children's church, preaching, etc.).
- All decisions will be driven by the DNA.
- The church council will review the constitution and bylaws to be sure they reflect our DNA.
- The church council will consider amending the current Constitution if necessary to better describe the organization.
- The church council will suspend the Constitution by December 31, 2009 or earlier as needed.
- By September 30, 2009, the Council President will appoint a task force to work with the leadership team of Our Savior's and the Synod to develop a Constitution that works in the new environment.
- The Council President will appoint a chair, whose job will be to lead the Constitution task force in accomplishing its tasks. Monthly updates will be provided to the leadership group.
- The Constitution task force will immediately review both the Constitution and by-laws noting specifically all revisions that are needed.
- Once the Constitution is revised, the task force will revise the bylaws accordingly.

### **By October 2009 Organize for Growth**

In order to be effective and prepared to handle growth at Our Savior's a different organizational model is required. A program organizational model (referred to as a fractal model) relies on teams to carry out the ministries. The role of the pastor is to reach people for Jesus and cast the vision; to equip the people of God to do ministry. In addition to the Pastor, there will be four major fractals: worship, lay mobilization, outreach/evangelism and administration. Each fractal is comprised of teams and teams within these teams with defined ministry roles.

Recommendations include:

- Adopt the fractal organizational model that has the four major systems reporting to the Pastor (worship, lay mobilization, outreach evangelism and administration). See the illustration on page 2 of the report.

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- Pastor Scott will identify the key people to lead the three areas (lay mobilization, outreach evangelism and administration) by October 1, 2009. (Note: For worship pastor position see below.)
- The church council in collaboration with the Constitution task force will develop a transition plan to move from the current council model to the new structure by January 1, 2010.
- The church council will assure all current teams represented on the council are linked to the appropriate fractal, e.g., education to lay mobilization, evangelism to outreach evangelism, etc.
- Adopt the fractal model that each of the four members of the leadership team has four leaders for each fractal's four quadrants and each quadrant leader has team leaders that spearhead the activities in their quadrant. Quadrant team leaders should be in place by January 1, 2010.

**Begin an Immediate Search for a Full-Time Worship Pastor**

Worship is the primary entrance point for guests. Authentic, relevant and mission targeted worship that is indigenous to the people we want to reach for Jesus requires special skills. In order to reach people with little or no church background, the non-traditional worship will require revamping and leadership by a person with experience in this expression.

Recommendation includes:

- Pastor Scott will develop the framework and hire a worship pastor by December 2009. This individual will lead the worship fractal.

**Develop Excellent Children's Worship Program**

Growing churches have found that collapsing the Sunday School hour into the worship hour and offering children's worship/education at the same time as adult worship is very effective. Children's church will be located in the children's worship area using a vacation bible school format and involve older youth working with younger children as role models.

Recommendations include:

- The current education team will explore all aspects of children's educational develop and implement a plan for vibrant children's worship immediately. This will include catechism and other age appropriate instruction.
- The current education and worship teams will work together to offer children's church and non-traditional worship at the same time. This has been accomplished.
- Interim visuals are needed outside the children's worship area to make the area more inviting to children.
- Buildings and grounds will determine by October 1, 2009 how much it will cost to expand the two large rooms upstairs (current choir and adjacent room) to facilitate children's worship.
- The current education team will develop a process for signing kids in and out of children's worship for security purposes.

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- The current education team will provide children's worship staff with name tags to wear, so parents can readily identify the staff.
- The current education team will develop a plan to move to age differentiation in curriculum when more children are attending children's worship.

**Upgrade and Offer Missional Targeted Worship Opportunities**

Late morning worship must use the style and music of those we want to reach for Jesus. This will likely require revamping the current second service. Additionally, upgrading the audio visual system in the worship center and increasing use and type of video will be necessary in order to meet multiple learning needs of a visually oriented society.

Recommendations include:

- The current worship team will have an experienced person/company evaluate what changes/upgrades will be needed to the audio visual system to offer worship that targets young families with little or no church experience.
- Complete the evaluation by January 31, 2010.
- The worship pastor will evaluate the feasibility of adding a third praise service at another day and time by summer 2010, if there is demand for such a service.
- Incorporate excellence in all worship services as noted in recommendation 5 on pages 73-74 of the consultant's report.

**Allow Staff the Latitude for Connecting with the Unconnected**

Staff at Our Savior's must lead in outreach efforts with and to the unconnected. This will require Pastor Scott (and the worship pastor when that person is hired) to spend 20 hours a week modeling the vision in the community. This will mean that Pastor Scott will be out of his office more frequently and will attend only those meetings where his presence is essential.

Recommendations:

- Pastor Scott will begin spending 20 hours per week in the community effective October 1, 2009.
- Individuals who want to meet with Pastor Scott will contact him for an appointment to ensure his availability.
- By August 30, 2009, find someone to be the organizer and scheduler for volunteer office staffing in order to have a real person answering the phone from 9-3 Monday through Friday. This has been completed.
- If a full complement of volunteers is not available, explore using an answering service for those days and hours there is no scheduled coverage.
- The office staff organizer will develop a job description for the office volunteers to use on how to handle calls, prepare the worship folder, announcement sheet and newsletter, and any other secretarial duties.

The next segment of the Implementation Team recommendations begins with the consultant's first recommendation and is presented below in the order in which they appear in his report.

### **Immediately Begin Preparing Congregation for Growth**

The consultant's recommendations in this area are meant to address observed congregational low self-esteem and position the leadership and members to eagerly and systematically embrace new people.

### **Increase the Level of Leadership Unity**

This focused on the current church council modeling unity and has been completed.

### **Design and Implement an Adult Discipleship Development System**

Existing members and new members must be actively engaged in a discipleship program in order for spiritual growth and equipping to be faithful disciples. This includes spiritual inventory/spiritual gifts assessment, small group participation and other means for assuring accountability and faith development.

Recommendation includes:

- The lay mobilization fractal leader will work with the current education and hospitality teams and shall develop a specific plan on how to implement the recommendation. The plan is to be completed by March 15, 2010.

### **Beginning Immediately: Develop a Year-Round Stewardship Emphasis**

The purpose of this recommendation is to assist Our Savior's in conquering its fears and discomforts when talking about money and develop a healthy attitude toward our own financial picture. This means systematically using proven strategies to assist members and visitors in contributing financially to our vision and ministries.

Recommendations include:

- The current worship team will increase the number of faith moments from 2 per month to 3 by December 31, 2009 and to one each Sunday by March 31, 2010. The purpose is for each of us to share how this church has contributed to our faith development/journey as a vivid example of how God is working in real people's lives in our faith community.
- The church council will develop the Our Savior's budget for 2010 in the ministry budget format to facilitate increased giving. For specific examples of how to do this, refer to the book "Not Your Parent's Offering Plate."
- The Resource Development (Stewardship) Team will develop a detailed implementation plan by January 1, 2010 for developing personal stewardship at Our Savior's per the four strategies identified in the consultant's report: 1) Use the offering time more effectively; 2) Speak and teach about money more often; 3) Change the annual pledge drive to a bi-annual pledge drive; and 4) Dispense with the line item budgets in favor of ministry budgets to increase giving.
- The Resource Development (Stewardship) Team will challenge people to tithe. This may involve getting the solid givers to increase overall giving and low givers to increase their percentage giving.
- The Resource Development (Stewardship) Team will develop a means to help people deal with personal debt, e.g., offer the Dave Ramsey Financial University Course at least twice a year.

### **Increase the Level of Hospitality for Guests**

The recommendations contained in this section all focus on hospitality. Several relate specifically to structural changes that will be required to create a nursery, expand restrooms, create the children's worship space, develop a gathering space and improve internal and external signage and web presence. The physical space inside the church building and amenities the building possesses as well as the appearance of the property all substantially influence a guest's first impressions of our church community and affect their interest in returning. Excellent signage also facilitates a guest's movement from location to location inside the building. Our Savior's must be appropriately constructed to carry out the ministries needed to make disciples.

#### **Immediately Expand the Cry Room to Create an Excellent Nursery Space**

Recommendations include:

- By September 30, 2009, have the plans for a safe, secure and sanitary nursery developed and decisions made to move forward with construction.
- Develop a plan for staffing the nursery that includes conducting appropriate background checks. This will be the responsibility of the Administration quadrant leader.

#### **Relocate the Women's Restroom and Create a Bride's Restroom Relocate the Men's Restroom into the Current Toddler's Restroom**

Recommendation includes:

- Buildings and Grounds will develop a new plan for expanding the women's restroom and making any changes in the current men's room consistent with the essence of the consultant's recommendations after the nursery project is underway.

#### **Remodel the Fellowship Hall as a Welcoming Gathering Space**

The fellowship hall can be a place where people go to relax and be comfortable. It should support ease in socialization, provide a place for people to connect informally and support excellent hospitality.

Recommendations include:

- The current hospitality team will be the lead on this project and develop a plan for the gathering space. The plan must address dual uses with the primary emphasis on a pleasant, non-institutional space with appropriate furnishings. Plans for the space will be completed by November 1, 2009.
- Integrate the library into gathering space.
- The current hospitality team will work with Buildings and Grounds on any structural changes needed, e.g., plumbing for a coffee bar, wiring for flat screens and audio, etc. Buildings and Grounds will obtain a bid if needed by November 30, 2009.
- The current hospitality team will organize procurement of furnishings as needed in consultation with the treasurer and outreach evangelism fractal leader.

### **Create an Information Center in the Entry Area in the Empty Stair Space**

One of the key welcoming spots in the church is the Information Center where a visitor can get all the information they need in one place. This gives the hospitality team a place to keep essential materials that support their ministry. Also, it communicates the importance we place on connecting those who visit Our Savior's.

Recommendations include:

- By October 31, 2009, the current hospitality team will take the lead on identifying the needs for this space. They will work with Buildings and Grounds to develop a plan to appropriately equip and furnish the information center.
- Buildings and Grounds will obtain a bid to make the necessary structural changes required to develop the information center by December 1, 2009.
- This space should be ready before Christmas as Christmas Eve is a key time when many guests/unchurched persons will attend church services.

### **Create an Excellent Kid's Space for Children's Worship**

This recommendation highlights key structural changes needed to support children's worship and education ministry at Our Savior's. The space must look inviting and be appropriately equipped in order to facilitate excellent children's ministry.

Recommendations include:

- The current education team will assess needs for classroom space by September 30, 2009 and communicate the needs for structural changes to Buildings and Grounds.
- By October 31, 2009 Buildings and Grounds will assess whether the wall between the two large rooms upstairs (current choir and adjacent room) can be removed and what renovations would be needed to open the space.
- Change the names of the rooms as soon as possible after the structural changes are known to make them more recognizable to an unchurched person.
- The current worship team will work with the choir director to determine whether the choir will be able to continue practicing in this space; the intent would be to have multi-use space.
- Buildings and Grounds will collaborate with the current worship and education teams on the multiple needs for this space and the requirements for design (stage, lighting, audio-visual, Wi-Fi, etc.).

### **Change the URL of the Congregational Website and Update the Site to Web 2.0 Standards**

Most people's first contact with Our Savior's is now likely to be via the internet. A strong, well-organized and excellent web presence is essential.

Recommendations include:

- By September 30, 2009, select a new URL and purchase the corresponding .com and .net extensions.
- As soon as possible identify a web master and form a web development team within the Outreach Evangelism quadrant, Marketing team.

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- Using the report from the computer consultant, develop a plan for changing internet service provider, wiring the building for Wi-Fi, purchasing new computer equipment needed for the secretary's office, Worship Pastor and Pastor Scott. This should be completed by October 1, 2009.

### **Improve the Ability of Guests to Find Their Way Around**

Guests must be able to find their way around the outside and inside of Our Savior's. Having good signage facilitates a guest parking in the appropriate places and coming in the correct door to get to the worship center. Once inside the building, a guest will need to find the restrooms, gathering place and nursery with ease.

Recommendations include:

- Signage changes need to be done as soon as possible. Buildings and Grounds will meet with one or more of the local sign companies to obtain guidance on improving signage.
- New signage inside and out should be obtained no later than November 30, 2009.

### **Improve the Upkeep of the Exterior**

What a guest first sees is the exterior of our building and our property. Well maintained and manicured property says we place a high value on what God has blessed us with in terms of property and gives a visitor a very positive impression before they ever get inside the building. Additionally, a well maintained parking lot, free from physical obstacles, such as loose asphalt, support safe travel into the building.

Recommendations include:

- Buildings and Grounds will obtain a bid for parking lot repair by September 30, 2009. This should include new striping and moving the lower exit to the north and parking to the south to prevent potential injury or accident.
- Don Mueller will obtain the appropriate sewer cap from the City of Jefferson and install it. The project will be completed by October 31, 2009.
- Once the sewer cap is installed, Buildings and Grounds will work with Dale Morris to see if he can use his brush hog to clear the area before winter and be appropriately compensated for this additional work. If Dale is unable to clear the area, another company will be contacted to perform these duties as soon as possible. Buildings and Grounds will oversee the work and make arrangements for additional grooming that may be needed before winter.
- Once the area is cleared, Buildings and Grounds will work with the prayer team to develop plans for the prayer garden. When the ground is no longer frozen the area needs to be groomed and developed. The prayer garden should be completed by summer 2010.

### **Improve the Upkeep of the Interior**

In order to be as welcoming as possible, the interior of our facility must be immaculate, clutter free and well stocked. Guest's first impressions will be made on the restrooms, nursery and general appearance of the facility. A welcoming interior that looks thoughtfully and carefully maintained is required.

Recommendations include:

- Upgrade the downstairs bathrooms as part of the renovation discussed above (see page 8 of the report).
- Paint the upstairs bathrooms and furnish with suitable and modern items by December 1, 2009.
- Continue to reduce clutter in all areas of the church. Old furnishings must be reevaluated for need and use. We do not honor God with second hand furnishings.
- By November 30, 2009 Buildings and Grounds will obtain and replace the upstairs doors with push bar doors.

#### **Provide Flexible Seating Options in the Worship Center**

Flexible seating offers many more options for use of the worship center. It also allows for limited mobility and disabled/wheelchair bound individuals to be easily integrated into the worship setting as participants. Those we want to reach for Jesus will find chairs to be more hospitable. In addition, chairs can be set up as needed to further enhance a community feeling, i.e., people will sit in closer proximity which will offer greater intimacy in worship.

Recommendations include:

- The current Worship team will work with a sound person/company and the worship pastor to have an evaluation of the audio visual needs. This evaluation should include a recommendation about where the sound board should be located in the worship center.
- The current Worship team in consultation with Buildings and Grounds will develop a plan for flexible seating in the worship center by November 30, 2009. The plan will include a recommendation for specific seating, audio visual relocation and wiring requirements for sound.
- The Treasurer will place an advertisement on the availability of the pews on E-Bay, Craig's List and through other church communication means. They may be offered for sale although this is not required. At the very least, the entity that wants them must assist in the pew removal and provide transportation from Our Savior's to their location.

#### **Take Hospitality to the Next Level**

Parking lot greeters, greeters and ushers for both services and hosts for all church events are required to ensure guests are welcome. Real hospitality means being available and welcoming to all guests individually.

Recommendations include:

- Continue to progress in hospitality efforts consistent with the recommendations in the report: 1) Immediately deploy parking lot greeters; 2) Provide greeters and ushers throughout the worship services; and 3) Provide church hosts for all events.
- The current Hospitality team will develop a plan for implementing the consultant's recommendations by November 30, 2009.

### **Make Room in the Choir for New Vocalists**

The essence of the recommendation is for the choir to ensure it looks as though there is room for more vocalists.

Recommendation includes:

- Choir director and the choir will recognize and be intentional about their role as evangelists for the 9:00 worship expression and will keep this in the forefront of their minds.

### **Increase the Probability that Guests Will Visit and Return**

Several recommendations in this section were addressed at the beginning of the report and are not repeated here. Our Savior's must have an established process to help people get connected to the community in a systematic and meaningful manner. Connected people stay and contribute to the overall health of the worshipping community.

### **Develop an Assimilation System**

Recommendations include:

- The Lay Mobilization quadrant will develop a plan for creating intentional opportunities for new people to meet others after worship, during events, etc. As soon as the Assimilation team leader is identified, this person will put together a team to work on developing these types of interactions.
- See Recommendation to Design and Implement an Adult Discipleship Development System that includes developing regular mission-targeted "mixers" and "mingling" opportunities, and mobilizing members and regular participants for ministry and implement. More details are included in the consultant's report on pages 75-78.

### **Create a Youth Focused Center at the House**

The house could become an excellent youth center. The available space can be used for youth activities and furnished in a youth friendly manner.

Recommendations include:

- The Council President will form a Youth task force composed of parents and youth to look at youth houses in Jefferson City and other cities to get ideas for what could be done with the house.
- This Youth task force will work with Buildings and Grounds to identify any structural changes that may be required to bring the house up to code and make it handicap accessible.
- The Youth task force will be charged with developing a plan for the house by November 1, 2009. The plan will include estimates of the costs associated with making these improvements developed in collaboration with Buildings and Grounds.

This report was prepared and is respectfully submitted by the Implementation Team:

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