



Messiah Lutheran Church

Evangelical Lutheran Church in America

God's work. Our hands.

November 4, 2011

Dear Member-Disciples of Messiah Lutheran Church,

Subject: Strategic Plan - 2011

It is an exciting time to be the community of faith known as Messiah Lutheran Church. If you have been in worship this fall, you know that we have been working on a strategic plan for our Messiah community. For seven Sundays, we sought your input to the plan through surveys and feedback. We also invited everyone, members and visitors, to attend an evening gathering with our planning committee and our strategic planning facilitator, the Reverend Mike Ward. Throughout the process, we've challenged one another to *"dream God-sized dreams"*!

We are now happy to report that a proposed strategic plan has emerged from your dreams and from the process we have been working this fall. If you chose to participate in either the surveys or the gathering, we are confident you will feel this is your plan. It represents your ideas and your God-sized dreams for where you believe God is calling our congregation to invest itself in ministry.

Your congregational council and your strategic planning team have spent a great deal of time with this plan. We feel it is where God is calling us to be. Again, for many of you, the ideas in this plan will sound familiar, representing your sense of God's call for our congregation. For others of you, there will be many new ideas presented. Either way we invite you to take some time to look through the plan and prayerfully consider what is being proposed. Then, please seek out members of the strategic planning team or council with your questions and feedback. **This Sunday, November 6 council and strategic planning team members will be available during the 9:45AM coffee time to talk with you and answer your questions.**

As some of you may know, one of the ways we are able to move forward with such an ambitious plan is through the generosity of Kathleen & Merton Badenhop and their gift to Messiah of a Lutheran Community Foundation (LCF) endowment. Taking in account the desires of the Badenhops, we have arrived at a unique funding solution to implement the God-sized dreams of Messiah's strategic plan. To make certain we were being good stewards of the Badenhop's gift, we sought the blessing of LCF (the Trustees of the Badenhop fund) and they have blessed our plan as befitting the desires of the Badenhops. (Please see the attached letter from LCF, as well as the Badenhop Fund description.) Knowing how devoted the Badenhops were to Messiah, we can imagine how overjoyed they would be to know a plan has finally been crafted, and that along with their gift, Messiah will continue in faithful, vital ministry for many years to come.

But, the Badenhop's gift alone is not enough to insure faithful, vital ministry. This is your plan, Messiah. Your ownership, investment, energy, prayers and stewardship of this strategic plan are what will insure Messiah's continued involvement with God in advancing God's dreams for our community and world. So again, please take a look, talk with your council and let's get busy living into God's dream for Messiah.

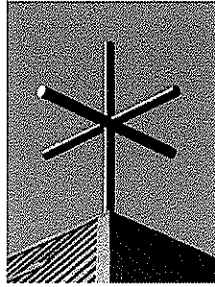
Together in Christ,

Pastor Eric

The Rev. Eric L. Murray
Pastor

Paul Kronau
Congregational President

Enclosures (3)



MESSIAH LUTHERAN CHURCH
Proposed Strategic Plan - 2011

MISSION STATEMENT:

To gather, nourish and send disciples to bless and love the world.

CORE VALUES:

- We believe **worshipping** God is central to what we do. We lift up traditional Lutheran liturgy as the best way for this community to worship.
- We believe that **caring** for one another during the milestones of life is integral in forming and sustaining this faith community. We welcome newcomers into this community as if they have been here all their lives.
- We believe we should intentionally reach out to our local and global community to do God's work in the world. We do this through direct **service** by members, by giving our resources to those less fortunate, and by our membership in the ELCA.
- We believe **discipleship** and the faith formation of all generations is central to our purpose as a congregation and we hold in very high regard the development of faithful children, youth, adults, and families.

WORSHIP: Goals for Worship, present through 2016

"...since we are receiving a kingdom that cannot be shaken, let us give thanks, by which we offer to God an acceptable worship with reverence and awe..." – Hebrews 12:28

- Staff—Senior Pastor, Associate Pastor, Minister of Traditional Music (part time)
- Worship will remain a traditional liturgical style on Sunday mornings, by following the historical liturgy of Gathering, Word, Meal, and Sending. The two services will be similar to one another and the liturgy will change seasonally. New styles of music will be encouraged, but will not be overly contemporary. By the third year of the plan, a choir that emerges from a new "Disciple" service (service at a time other than Sunday morning- see below) will provide occasional worship leadership at the Sunday morning service to enrich the worship experience. Focus on liturgical arts¹, increasing worship leadership by younger members, and guest musicians will deepen the worship experience at Messiah.
 - Liturgical arts will be developed. A team of 5 members with gifts for art and creativity will attend Create in Me at *Lutheridge* (or a similar liturgical arts program) in spring, 2012 to begin the dreaming phase of developing and

¹ "Liturgical Arts" covers the use of visuals, icons, natural elements, vestments, architecture, etc. in the service of worship.

enhancing the use of liturgical art at Messiah. This 5-member team will be charged with designing and implementing three new liturgical art forms in worship by spring, 2013. At least one person under 40 will be part of this team.

- The liturgy, i.e. “the work of the people” will continue to be emphasized with a greater focus on youth and young adults in worship leadership roles. Goals include a person under 30 to serve as assisting minister at least once per month. A lay-person under 30 to preach in worship at least quarterly (or a full youth-led worship).
- A guest musician will be invited to participate in worship at least once per quarter. The musician may be a member of the local community or a professional who travels to provide music ministry. This guest musician will introduce new forms of music and worship expression. This person will be invited to provide a lecture either to a combined Sunday school class or following the late service. In some cases, this person will provide a concert during the Sunday school hour. The goal is to assist the congregation in learning new forms of musical expression and to come to a deeper understanding of the music used in worship. The goal is not to “change” Messiah’s traditional form, but enhance worship through a variety of musical expressions. We would continue to expect this music to be of the highest quality, dignity, beauty, and catechetical value.
- A “disciple” or alternative worship service will be developed and implemented. (See Disciple section)

DISCIPLE: Goals for Disciple, present through 2016

“The gifts he gave were that some would be apostles, some prophets, some evangelists, some pastors and teachers, to equip the saints for the work of ministry, for building up the body of Christ, until all of us come to the unity of the faith and of the knowledge of the Son of God, to maturity, to the measure of the full stature of Christ.” – Eph. 4:11-13

- Staff—Senior Pastor, Minister of Faith Formation (part time and/or combined with musician/ worship leader for “disciple” service.)
- In 5 years, all age groups of the congregation will recognize that they are growing deeper in their discipleship with God. This will be evidenced by a 25% increase in the number of people attending a discipleship event defined as “regularly”. This will also be indicated by a 25% increase in financial giving by members and a 10% increase in average worship attendance.
 - Determine baseline of current discipleship attendance and baseline of giving by members in order to track progress later. Also determine a baseline for average worship attendance.
 - Disciple/alternative worship service launched. A weekly youth/young adult worship service will be conducted that utilizes ancient-future worship practices². This service will intentionally be a part of the youth and young adult ministries of Messiah. Others of all ages will be fully welcome to attend and support this worship expression. It will be a time of worship and discussion in small groups on topics that are theologically deep and culturally relevant.

² By ancient-future, we mean this new, disciple / alternative service will continue to be grounded in Lutheran, grace-based, word and sacrament liturgy, but will be more creative and interactive than any other of Messiah’s existing services. It will be open to utilizing ancient practices in a 21st century way, seeking to maximize outreach to un-churched, de-churched, and seeker youth and young adults.

Ideas will be favored over providing the “right” answer. A part-time musician/worship leader conversant in ancient-future practices will be hired for this service or combined into a full-time position with the Minister of Faith Formation.

- The young adult ministry begun through Messiah’s Theology Pub and young adult specific Sunday school class will be expanded with the addition of the worship goal above as well as the addition of the alternative service. The outcome of this focus will be a 25% increase in active participation by persons under 30 years of age.
- Parents of current and future children and youth members of Messiah will attend a small disciple group with Senior pastor and/or Minister of Faith formation. This discipleship group of at least 8 parents will be mentored on the topics of family devotions, raising faithful children, baptismal promises, confirmation promises, Small Catechism, stewardship, and evangelism. This group will meet for 8 sessions.
- Pastor Eric will conduct disciple-training groups in the form of the Adult Catechumenate. Once to twice per year, Pastor Eric will have a discipleship group of all generations who will mentor each other and be accountable to one another for faithful attendance in the discipleship process. If someone cannot attend they will be invited to attend future session. Topics will include at least the following—Bible overview, Apostles Creed, Ten Commandments, Lord’s Prayer, Daily devotions, stewardship, evangelism, and service to God through Messiah.
- Messiah will continue to support the *Via de Cristo* and *Teens Encounter Christ* movements, as well as opportunities for outdoor ministry retreats at such places as *Lutheridge* and *Lutherock*. In addition, Pastor Eric will develop an alternative spiritual renewal retreat, which emphasizes the more contemplative aspects of the Christian tradition.
- There will be quarterly theological discussion events with outside guest lecturers. Because the congregation is well educated, there is a desire to explore more deeply a variety of topics. Guest speakers who are renowned in their theological field will be enlisted to conduct lecture & discussion events.
- Quarterly events may be in tandem with or in addition to Messiah’s Lay School of Theology.
- Initiate every member discipleship covenants. Start with those who are in the Adult Catechumenate or other disciple-training groups. Members will write goals (covenants) for growth in discipleship. Potentially this will take the place of or be a retooled version of traditional stewardship expressions of “time & talent” and “estimate of giving”.
- Pastor Eric will make 50 annual visits to individuals who are members or prospective members to challenge into deeper discipleship. This spiritual direction will seek to encourage and make connections between faith and daily life.
- The Minister of Faith Formation, within twelve months of hiring, will have worked with parents and volunteers to establish a revitalized children/youth Sunday school ministry. In conjunction with the revitalized Sunday school, Milestone Ministry will be launched with 3 milestones recognized within the first 12 months of hiring. Two milestones will be added each year following until the entire program is unveiled.
- Most importantly, Children’s ministry with children, 5th grade and under, will be a focus area for the new Minister of Faith Formation.

CARE: Goals for Care, present through 2016

“We must always give thanks to God for you, brothers and sisters, as is right, because your faith is growing abundantly, and the love of everyone of you for one another is increasing.” – 2 Thessalonians 1:3

- Staff—Associate Pastor, Parish Nurse
- The members, visitors, and the local community will recognize the deep level of care and concern exhibited by the members of this congregation.
- An associate pastor will be called who will focus on the core values of *serve* and *care*.
- This second pastor will implement a comprehensive care program that will include but not be limited to the following goals:
 - Home Communion will be delivered to homebound members at least every other week—in conjunction with Messiah’s lay Eucharistic ministers.
 - Congregational contact program will be developed that will include:
 - Lay member contact to any member whose worship attendance changes in a period of more than two weeks.
 - Pastoral contact plan following a death, divorce or other life-changing event. Some people need one contact, while others need to be shepherded to counseling. So, the pastoral contact will be tailored to each individual’s needs.
 - Grief support for members and the community
 - “Second Half” initiative will mentor and work with new retirees and others just entering the second half of their life and mentoring them into how to make a difference in the world based on their gifts
 - There will be a comprehensive program to initiate contact with visitors that may include a welcome gift or other first visit recognition, as well as a management system where visitors are followed-up with on an intentional basis.
- Nametags will be provided and worn at all worship events and activities where more than 25 people are present. Nametags will include baptismal towns in order for conversation to be started. Visitor nametags should include the same option. Visitors determined to be potential members will be provided a nametag at the second worship service they attend.
- In addition to the expectations of the parish nurse job description, the parish nurse will make contact with 35 people per month (both members and non-members).
- Initially, Messiah will offer limited scholarships for adult day care and/or home caregiver services. During year three, Messiah will conduct a study to explore the feasibility of launching an adult day care—either caregiver day out or full adult day care utilizing Messiah’s present facility.
- A coordinated “rides for seniors” ministry will help seniors get to doctor appointments, grocery shopping and church functions.
- A comprehensive communication plan for the congregation will include new technology as well as traditional means of communication.
- Communication will be coordinated on the sign on Kingston Pike and through the newspaper and other means to invite the community to certain events.
- Quarterly fellowship opportunities will be offered.
- The congregation will also care for its ministry staff by establishing a Mutual Ministry Committee.

SERVE: Goals for Serve, present through 2016

“Like good stewards of the manifold grace of God, serve one another with whatever gift each of you has received. Whoever speaks must do so as one speaking the very words of God; whoever serves must do so with the strength that God supplies, so that God may be glorified in all things through Jesus Christ...” – 1 Peter 4:10-11

- Staff—Associate Pastor
- Five years from now, Messiah will be so well known in the community as the local congregation who does such outreach of significance that local agencies will be coming to the congregation saying “we need you to help us next”.
- Each year of a three-year cycle, Messiah will adopt a local, Synod, and national/international ministry emphasis for special support. The current historical designations shall be maintained, such as KARM, FISH, Compassion Coalition and Lakeshore.
- A benevolence team will be initiated to handle requests for assistance from members and non-members. This team will be developed within 12 months of calling the associate pastor.
- First three year cycle—to be determined within 6 months of associate pastor being called:
 - **Local**—Bearden Middle School or Knoxville Adaptive Center
 - **Synod**—Tyson House Campus Ministry or Lutheridge.
 - **National/International**—*Escuela Integrada* and/or support for Synod Missionary to Guatemala, Pr. Amanda Olson de Castillo
 - Other potential—Local Latino Outreach (could be moved to Disciple)

STAFFING PLAN: (New Staff are in BOLD font)

	% Time	Total Cost Annually	Total Cost to Mission Budget	Total Cost Endowment	% Total to Endowment
Senior Pastor (Worship/Disciple)	100	\$ 108,000	\$ 91,800	\$ 16,200	15%
Associate Pastor (Serve/Care)	100	\$ 88,000	\$ 22,000	\$ 66,000	75%
Minister of Faith Formation (Disciple)	50	\$ 23,000	\$ 23,000	\$ 0	
Musician/ worship leader for “disciple” service* (Disciple/Worship)	50	\$ 23,000	\$ 23,000	\$ 0	
Parish Nurse (Care)	50	\$ 26,000 †	\$0	\$ 26,000	100%
Director of Traditional Music – <i>currently Director of Music / Organist</i> (Worship)	50	\$ 28,000	\$ 28,000	\$ 0	
Admin. Assist.	100	\$ 36,000	\$ 24,000	\$ 12,000	33%
Nursery Attendant	10	\$ 2,500	\$ 2,500	\$ 0	
Total		\$334,500.00	\$214,300.00	\$120,200.00	

*Depending on gifts of candidates, the half-time Minister of Faith Formation could also serve additionally, as the half time musician/worship leader for the new disciple worship service. † includes mileage

(NEW) FUNDING PLAN

Worship

Paint sanctuary
 Sanctuary lighting
 Increased emphasis on liturgical art
 Sanctuary HVAC repair
 Relocate columbarium (*also a Care issue)

Care

Parish nurse
 Sign
 Welcome gift/packages for newcomers
 Nametags

Disciple

Worship/music leader for disciple service Musician
 Guest lecture series
 Capital appeal to reduce debt and launch new initiatives

Serve

Depends on initiatives chosen
 and
 Annual focus on one local, one Synod, and one national or
 international ministry that receives "hands-on"
 attention from the congregation.

TIMELINE

	2011, Q4	2012 Q1	Q2	Q3	Q4	2013 Q1	Q2	Q3	Q4	2014 Q1	Q2	Q3
WORSHIP												
Job Description Assoc Pastor		X										
Assoc Pastor begins			X									
5 people attend Create in Me			X									
3 new liturgical art forms in worship							X					
Monthly youth leading worship/Quarterly young adult preacher						X	X	X	X	X	X	X
Quarterly guest musician								X	X	X	X	X

SERVE	2011, Q4	2012 Q1	Q2	Q3	Q4	2013 Q1	Q2	Q3	Q4	2014 Q1	Q2	Q3
Three year cycle determined					X							
Benevolence Team Created							X					

Strategic Planning Team

Beth Ford

Ellen Cole

Georgia Phillippi

Paul Kronau

Pastor Eric Murray

The Reverend Mike Ward,

plan facilitator, consultant with Gronlund, Sayther, Bronkow

November 3, 2011



LUTHERAN
COMMUNITY
FOUNDATION®

Eric Murray
Senior Pastor
Messiah Evangelical Lutheran Church
6900 Kingston Pike
Knoxville, TN 37919

RE: Messiah Strategic Plan

Dear Eric Murray:

Thank you for sending the Foundation a copy of your proposed Strategic Plan which included the plans on how to care for older adults. We appreciate the time and care you have taken to develop this plan and feel that the plan you are proposing follows the intentions with which The Kathleen and Merton Badenhop Fund had outlined. The Parish Nurse was of top priority and as we discussed, the grant money will first cover the cost of the parish nurse and then cover the remaining positions listed in the proposal. We were happy to see that care for older adults is being incorporated as a core value of the church. This will help with the long-term sustainability of the program. We are also comfortable with the remaining balance of the previous grant being used towards congregation and community care scholarships over the next five years.

Please keep us updated. We look forward to hearing more about the development of the Care Program. We would love to hear stories of the joy the program gives to the congregation.

Regards,

Jody Jonas
Associate, Community Grants and Service

The Kathleen and Merton Badenhop Fund of the Lutheran Community Foundation

Merton Badenhop established *The Kathleen and Merton Badenhop Fund* with the intention that it benefit Messiah Evangelical Lutheran Church in Knoxville, Tennessee to establish and maintain an Elder Care program. This charitable fund is permanently-endowed and Lutheran Community Foundation, contingent on annual board approval, will make annual grant distributions based on the Foundation's distribution policy (currently 5.5% of the fund's balance) to Messiah Evangelical Lutheran Church.

The following information outlines Merton Badenhop's charitable intentions for the Elder Care program:

1) The Elder Care program shall be administered under the direction of the Church Council of Messiah and the Council shall appoint an oversight committee to handle the business and administrative functions of the program and shall report to the Council on a monthly basis and to the congregation in the Councils' annual reports.

2) This Elder Care program could encompass:

- a. The hiring of a parish nurse or other qualified person whose primary responsibility would be as an elder care advocate for members of the congregation, with the recognition that there would be some overlap in other church programs, (e.g., community elder care at the church or relating members of all ages to older people in the congregation).
- b. Maintain a watch over older members who are shut-ins, in ill health at home, or any care facility (e.g., hospitals, assisted living, nursing homes, Alzheimers units, or retirement communities). Particular attention would be given to persons who have no immediate family or who have no local family who actively participate in their care.
- c. Coordinating, through the church, transportation needs, especially helping with healthcare, food, groceries, prescription drugs, etc.
- d. Establish a storage area in the church for prosthetic devices. Ask for donations for such devices and/or form a list of people who would be willing to loan or share such devices to anyone who is in need of them (e.g., wheelchairs, crutches, walkers, commodes, etc.).

3) If there are excess funds in any given year not used for the Elder Care programs at Messiah, funds could be used at the discretion of the oversight committee for use in the congregation for people with special needs, as well as for Lutheran Elder Care programs in the greater Knoxville area (e.g., Lutheran Services of Tennessee).

Secondly, any excess funds could be used for initiating and maintaining an after school program in Messiah's facilities. Preference would be given to youth in the Middle School grades. Programs could include tutoring, homework time, and/or classes in music and the arts.