



MINISTRY ROAD MAP | SPIRIT OF JOY LUTHERAN CHURCH

Spirit of Joy Vision Team Members (Jim Stavenger, chair; Jason Appel; Kris Detert; Deb Tams; Pastor Jeff Eisele)

Thank you for your willingness to embark on this journey of assisting your congregation with living into its preferred future and aligning its efforts with God's dreams for the world. Listed below is a summary of some of key tasks assigned to this team. On the right is a checklist we'll periodically review to ensure we're covering all the essential next steps. Please take a few moments to digest this information and prayerfully consider how you might best use your gifts and passions to help guide this process.

PURPOSE of this PROCESS | To guide the church through a strategic planning process that involves

1. **DISCOVERING** our ministry context and unique contributions to the community.
2. **DISCERNING** a preferred future that reflects our purpose, passions & strengths.
3. **DESIGNING** a road map that lists goals, key strategies, and action steps.
4. Embed systems that enable leaders to consistently **DO** what matters.

Time Commitment: 12-15 months (term ending no later than December 31, 2017)

- Oversee each phase of the 4 stage planning process.
- Complete essential reports; share findings with church leaders and members.

The Team will need to assign individuals to:

- Chair Vision Team meeting and oversee the planning process (Jim Stavenger)
- Create the Ministry Site Profile Report & the History & Timeline Report

ORIENTATION Stage

- Assemble planning team
- Select chair
- Assign Meeting Notes person
- Assign Asset Mapping Report
- Assign Ministry Site Profile
- Assign Strategic Plan writer
- Assign a primary spokesperson
- Schedule Zoom orientation
- Schedule future meetings
- Gather contact information
- Commission team @ worship
- Create prayer/scripture team
- List communications platforms

DISCOVER Stage

- Review Leadership Survey
- Review Onsite Visit/SCORE Card
- Review Soul Script/Vision Frame
- Prepare Ministry Site Profile
- Create Asset Mapping Report
- Create Community Context Report
- Create Church Vitality Report
- Create Communications Report

DISCERN Stage

- Schedule/host Vision Retreat
- Create Retreat Pre-work Packet
- Create a 2-3 page narrative vision
- Share initial findings with members

DESIGN Stage

- Translate vision narrative into a Strategic Planning document that lists *who, what, where, and when*



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- Create an Asset Mapping or SCORE Card Report (Jim)
- Create a Church Vitality Audit Report
- Create a Community Context Report
- Create a Communications Report
- Serve as the Planning Retreat host
- Create a Planning Retreat Pre-work Packet
- Create a Prayer/Scripture Team; serve as Spiritual Leader
- Serve as Vision Team Meeting secretary
- Serve as the Vision Team Communications Coordinator (share progress and next steps related to the visioning process with the congregation)

May God's Spirit continue to guide you as you celebrate your progress, learn from your results, rethink your assumptions and discern next steps for living into God's preferred future for your congregation.

Jim LaDoux

Partner | Coaching & Consulting Services

MINISTRY SITE PROFILE

CHURCH CONTACT INFORMATION

- Address: 2208 West Laquinta Street, Sioux Falls, SD 5708
- Phone/fax: 605.333.2004/605.333.6908 (Website: spiritofjoy.net)
- Rostered Leaders: Jeff Eisele, Deacon Katherine Eisele, Deacon Susan Wold Rohde
- Program and Admin: Mike Haddican, Jon Mattheis, Amy Orr, Christine Hallenbeck Ask, Amy Cauble

ESSENTIAL NUMBERS

- Organized: 2002
- Members: 970 baptized/ 640 confirm.
- Weekly Worship: 381
- Budget: \$633,301
- New Members: 79
- Infant Baptisms: 19
- Adult Baptisms: 1
- Deaths/Departures: 1/8
- Giving/confirmed: \$1177
- Pledges for 2017:
110 households for annual ministry-\$402,466; 74 households for building debt reduction-\$102,457

POLICIES | PRACTICES

(Indicate what's current)

- Constitution/bylaws
- Employee handbook
- Ministry plan/road map
- Staff job descriptions
- Staff/leadership goals
- Leadership roster
- Lay leadership descriptions
- Leadership manual/binder
- Annual board goals
- Annual board assessment
- Committee/team goals
- Archived agendas/minutes
- Board/staff training
- Accurate database
- Worship plan calendar
- Leadership plan calendar
- Online events calendar
- Communications calendar
- Member email list
- Leadership distribution list
- Staff review procedures
- Monthly reporting forms
- Quarterly review sessions
- Person who tracks goals
- Leaders set 30-day goals
- Staff reviewed annually
- Annual ministries review



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Our PURPOSE is to: *welcome* people into a community of followers of Jesus Christ;
grow with one another in faith and hope in Him;
send out one another as Jesus' compassionate servants in the world.

We VALUE Passionate Worship, Radical Hospitality, Lifelong Faith Formation,
Extravagant Generosity and Bold Service.

We BELIEVE

1. Jesus Christ is the way to life.

We believe Jesus is Lord (John 20:28), and that He has most clearly revealed who He is by His suffering love on a cross. Following Jesus is our first priority, and the way to experience life that is abundant (John 10:10), joy-filled (John 15:11), and everlasting (John 3:16).

2. All people matter to God and so they matter to us.

Jesus came into the world to offer grace and mercy to all persons no matter what path they have chosen in life (Luke 15:1-32; 19:10). We are committed to obeying Jesus' New Commandment (John 13:34-35) and to reaching out with the unconditional and everlasting love of Jesus to all people, just as they are, without regard to race, beliefs, gender, age, sexual identity, lifestyle, or anything else.

3. Following Jesus is a life-long, growing experience.

When we meet God through the love of Christ, we are changed and impelled towards spiritual maturity (Philippians 3:13-14). For this reason we strive to bring people into an ever-growing relationship with Jesus Christ (Matthew 28:19). This growth happens most often through participation in personal devotion, community worship, and small groups.

4. Every Jesus follower is called to and gifted for ministry.

We believe God calls every believer to ministry, and gives every believer special gifts and abilities for faithful living and serving (1 Corinthians 12). We are committed to helping people discern their call, realize and develop their spiritual gifts and abilities, and recognize opportunities to serve as the Body of Christ in the world.

5. God is continually at work in us to transform the world.

We believe God is at work here and now, through the Holy Spirit, to empower and equip us for carrying out our mission (John 14:26, Acts 2:1-42). We are committed to prayerfully receiving direction from the Spirit who inspires Christ-like living, bold and innovative serving, and a changed world.

WORDS used by members to describe SOJ

Welcoming (10) generous/giving (4), engaging/engaged (4), joyful (4), mission-oriented/service-oriented (3), family/extended family (4), active/busy (3), multi-generational (3), faithful/spiritual (3), lively (2), spirited (2), growing (2), love, faith, Jesus. Small, Great pastor, kids, compassionate, intentional, connected, young, dynamic, Inspiring, relational, vibrant, affluent, comfortable, versatile, meaningful, thoughtful, caring, liberal, theologically sound, inviting (2)



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HISTORY & TIMELINE REPORT

1995

The Sioux Falls Area Strategy Committee determines that there will be a need for a new Lutheran congregation in Sioux Falls.

1996

At the urging of Sioux Falls area congregations, the South Dakota Synod, and the Evangelical Lutheran Church in America's Division for Outreach, ELCA's Mission Investment Fund purchases 11 acres of land near 69th Street and Western Avenue for \$200,000.

1999

With the acceleration of population growth in the area, and prayer and financial support from neighboring congregations, Lutheran leaders decide to launch a new mission in 2000.

2000

Pastor Jeff Eisele is appointed by the ELCA and called by the South Dakota Synod to serve as mission developer of the south side mission. Pastor Jeff, Katherine, Ben and Samuel Eisele move to Sioux Falls from Birchwood, Wisconsin. The new mission is named Spirit of Joy Lutheran Church. Pastor Eisele begins ringing doorbells on the south side of Sioux Falls to survey the community, and to invite people to consider becoming part of a new mission church. Eighteen people participate in a six-week Bible study entitled "God's Vision for God's People." One December 3rd, Spirit of Joy holds its first worship service in the Good Samaritan Society's Jerstad Center, the place the congregation will call home for the next 5 years.

2001

Spirit of Joy's first steering committee discerns a mission of *Inviting*, *Growing*, and *Serving*, and determine five key statements to guide its life (see previous page). On April 29th, First Charter Sunday — 65 people sign our charter. Second Charter Sunday held in September.

2002

Congregation charter opened for a third time. Began sponsorship of first missionary: C. John Hildebrand, ELCA missionary in El Salvador. Spirit of Joy formally organizes as a congregation of the Evangelical Lutheran Church in America on All Saints' Sunday, November 3rd, with 144 people having signed the charter. Congregation adopts a constitution and budget, elects lay leadership, and calls Jeff Eisele to serve as pastor.

2004

Spirit of Joy conducts "Forward in Faith, Growing to Serve" capital campaign to raise money for its first mission center. Initial pledges top \$300,000 and will eventually climb to \$500,000.

2005

On April 25th, Spirit of Joy breaks ground for the future mission center by praying, singing, and pulling a plow together across the building site.



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2006

Spirit of Joy dedicates its mission center to the glory of God, and begins to find ways to open its space to the community to carry out its mission of inviting, growing, and serving. Spirit of Joy hires Daryl Sopko to work as the full time Director of Operations.

2007

A group from Spirit of Joy goes on a first weeklong mission trip to the Pine Ridge Reservation.

2008

Katherine Eisele is called to serve as Director of Adult and Family Faith Formation; she will be commissioned as an Associate in Ministry in April 2012 for same position. Spirit of Joy dedicates its first building addition as the Family Life Center.

2009

Spirit of Joy leaders meet in retreat to read the story of David and Goliath, and discern the “five stones” God has given us for meeting the challenges and opportunities ahead of us. Leaders decide on: centered in word and prayer, inclusive hospitality, intergenerational faith formation, generous stewardship, and meeting neighbor’s basic physical needs. Further conversation among leaders and with Robert Schnase’s *Five Practices of Fruitful Congregations* leads to the “five stones” becoming five core values of radical hospitality, passionate worship, lifelong faith formation, extravagant generosity.

Spirit of Joy women also gather for their first annual retreat at Shetek Bible Camp. The retreats become meaningful events for connecting and faith formation.

2011

Pastor Rebecca Wold Freeman called to serve as part time pastor of congregation connections. Rebecca serves Spirit of Joy for three years.

2012-2015

Spirit of Joy continues to add staff members to help meet the challenges and opportunities of its growing ministry. Amy Orr is hired to serve as full-time office manager in 2013. Susan Wold Rohde is called to serve as Associate in Ministry for worship and music leadership. Mike Haddican is hired to serve as the Director of Children and Youth Ministries in May 2014. Jon Mattheis is called to serve as the full-time Director of Worship Arts in June 2015.

2013

Annual retreats begin for Spirit of Joy families and men.

2016

The congregation votes to move forward with its dream of developing a preschool for partners and neighbors, and hires Amy Cauble to serve as developer and director.



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MINISTRY SCORE CARD REPORT

Our STRENGTHS and passions

- Our mission and our well-defined and lived in values that guide decision making and actions.
- Our programs for forming faith - milestones, confirmation, etc. Vibrant ministries for children and youth.
- Our people - talented, generous people of all ages and very capable staff.
- Our financial generosity and our commitment to giving locally and globally (supports 25-30 organizations).
- Our physical location - located in a growing, affluent area of Sioux Falls.
- Our worship experiences that provide a variety of ways to learn and connect to worship.
- Our inclusiveness to those attending SOJ; our welcoming presence.
- Our connectedness to the earth - the community garden; landscaping; teaching about God' s creation.
- Our intergenerational community where people of all ages worship together and care for one another.
- Our preaching and teaching that does not seek or dole out easy answers to questions of life and faith.
- SOJ is healthy, joyful and thoughtful. No major undercurrents of dissatisfaction or contention.
- We have a big focus on families and youth, small groups and storytelling; and that ALL people matter to God.

Our CHALLENGES and roadblocks

- Financial resources constrain certain ministry opportunities, increased staffing and updated facilities.
- Staff are stretched, creating limited opportunities to create innovative ministries and necessary systems.
- Member data is kept on more than one platform, creating bottlenecks in communication.
- A facility that is busting at the seams due to growth in membership and activities.
- Determining where are we headed and how do we get there!
- Addressing current and future staffing needs and the church continues to grow.
- Providing adequate space for programs and ministries, now and in the future.
- Determining ways to increase partner involvement and connect new ministry partners to ministries.
- Preparing for sustained growth; learning to navigate the growth in numbers vs. growth in giving/expenses.
- Dealing with the tension between becoming a large church yet retaining the intimacy of a smaller one.



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Our OPPORTUNITIES and aspirations

- Helping ministry partners discover, develop and deploy their gifts at and beyond the congregation.
- Finding new ways to serve and bless the local community.
- Reimagining our staffing and systems needed to fulfill our missional objectives.
- Expanding our facilities, and potentially staffing, to accommodate the growing size of our faith community.

Our RESULTS and specific goals

- Develop a strategic road map that builds on the strengths and passions of our faith community.
- Develop a staffing and staff transition plan that will provide the leadership and support needed to fulfill our mission.
- Update current communication platforms and practices to more fully engage and inspire our members.
- Update systems to support the execution of stated initiatives.

Our EXPECTATIONS for the coaching process

- Help us create a vision team who will create a strategic plan for our congregation.
- Help us navigate the staff transitions that will take within the next 24 months.
- Help us communicate more effectively our purpose, priorities using all available communication platforms.



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CHURCH VITALITY AUDIT REPORT

The information below is based on the information gathered from the 115 responses from member via SurveyMonkey.

General Impressions | Themes Narrative

- SOJ has clear and compelling values which are deeply rooted in the church' s culture.
- SOJ' s purpose is tangible and easily repeatable for leaders and members.
- Ministry partners are proud of their welcoming environment, their service to the community, and their worship.
- Ministry partners are proud of their milestones ministry and their faith formation offerings.
- Ministry partners expressed a strong desire to expand church facilities (classrooms, worship space, etc.)
- Ministry partners expressed a strong desire for expanding SOJ' s service to our community.
- Many ministry partners wish to see more trips, mission trips; more high school and young adult involvement.
- There' s some concern among ministry partners about "getting too big" and losing our close connections.

Radical Hospitality

- SOJ rates high for publicly & personally invites newcomers into its mission, ministries and activities.
- SOJ rates high for being a very welcoming church and the survey affirms this.
- SOJ rates high for providing a multitude of opportunities for people to connect.
- SOJ rates average for intentionally connecting ministry partners to ministry opportunities.

Passionate Worship

- SOJ rates high for offering exceptional worship services known for their high quality & spiritual content.
- SOJ rates above average for providing excellent music during worship the inspires and engages people.
- SOJ rates high for offering preaching that is inspiring, bible-based & connects with people's daily lives.



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Lifelong Faith Formation

- SOJ rates high for making faith central to everything they do.
- SOJ rates high on believing “following Christ is our first priority.”
- SOJ rates high on recognizing & celebrating significant milestones/turning points in people's lives.
- SOJ rates high on surround me with individuals that befriend, care for, challenge & encourage me.
- SOJ rates above average for following up with guests who participate in our ministries.

Extravagant Generosity

- SOJ inspires me to bless others by being generous with my time, energy & finances.
- SOJ rates high for making me feel like a valued contributor to God's mission in the world.
- SOJ rates high for making it easy for me to contribute my time and money to worthwhile projects.

Bold Service

- SOJ rates high for reaching out to people with the love of Jesus.
- SOJ rates high for helping people recognize and serve at and beyond the congregation
- SOJ rates average for listening deeply & building connections with people in the community.
- SOJ rates average for listening deeply & building connections with people in the community.
- SOJ rates high for talking about and works for justice, peace, and forgiveness.



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COMMUNITY MINISTRY REPORT | LOCAL LEADER INTERVIEWS

FUTURE ASSIGNMENT

Schedule time to meet with community leader such as the city manager, social services coordinator, and the mayor. Create a list of questions to ask leaders that provide insights on what's happening in your community along how we might serve the community in ways that change lives and transform communities. Listed below are sample questions:

1 | What positive changes are occurring in our community, and how might faith communities support and build upon these "bright spots?"

2 | In what ways do you anticipate that our community will be different 5 years from now?

3 | What needs or opportunities will arise out of these changes?

4 | What are your hopes for this community?



5 | What do people in this community need most from faith communities like ours?

6 | How could you envision our church being a transforming presence in this community?

7 | Are there individuals or groups in need of being welcomed or befriended?

8 | What individuals or organizations are doing transformational work, and how might we partner with them?



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COMMUNITY MINISTRY REPORT | DEMOGRAPHICS

Population Trends

	ZIP CODE	COUNTY
2000 population	4,152	24,132
2010 population	17,384	44,828
2015 population	21,805	52,212
2020 population	25,092	58,147

2015 Household Trends

	ZIP CODE	COUNTY
Married couple with children	42.4%	43.7%
Female householder with children	5.9%	7.1%
Male householder with children	2.2%	3.0%
Married couple with no children	45.5%	41.9%
Female householder with no children	2.8%	2.8%
Male householder with no children	1.2%	1.4%
Family households	6,032	14,378
Households (single or with non-relatives)	2,371	5,132

2015 Statistics (Gender, Age, Race & Education)

	ZIP CODE	COUNTY
2015 population by gender (female)	51.5%	50.5%
2015 population by gender (male)	48.5%	49.5%
2015 population (median age)	36%	38.0%
2015 population by age (0-17 years)		
2015 population by age (18-)		
2015 population by age (18-34)		
2015 population by age (35-64)		
2015 population by age (65 and older)		
2015 population by race (white)	93.7%	94.6%
2015 population by race (non-white)	6.3%	5.4%



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2015 educational attainment (high school or less)	31.7%	
2015 educational attainment (some college/Associates)	27.6%	
2015 educational attainment (bachelor' s degree)	29.8%	24.9%
2015 educational attainment (master' s degree)	13.4%	9.2%
2015 educational attainment (professional/doctorate)	6.7%	4.5%

2015 Economic Statistics	ZIP CODE	COUNTY
Median household income	\$89,858	\$79,810
Average household income	\$110,843	\$95,180
Median home value	\$292,838	\$205,083



SAMPLE COMMUNICATIONS REPORT

Key Questions raised during the audit

1. Who is the intended audience? What are their needs?
2. What information are people looking for and why?
3. What kind of response are you seeking to elicit?
4. How do you measure the success of your platforms?
5. What story are you seeking to tell through the use of your platforms?
6. What gets in people's way when reading our communications?
7. Does the information engage YOU? Would it engage a visitor?
8. Would you refer others to these sites/publications?
9. What changes would have the most significant impact on how people experience your communications platforms?
10. What information would cause you to want to learn more about this faith community?

What's working?

- Content is current and functional for existing members.
- Nice images on the home page.

What's not working?

- What's communicated is not memorable for most people.
- There are few pictures and stories to personalize content.
- What communicated assumes that people already know the "why."
- The Facebook page is an underutilized resource for sharing stories. growing faith and building authentic, intergenerational community.

BRANDING

- Branding standards have been set
- The same logo is used in all platforms
- Font types and sizes are consistent
- Specific color combinations are used
- The mission/purpose statement is visible
- The church has a memorable tagline
- There's a "unique ministry proposition"
- The brand reflects one's experience

WEBSITE is . . .

- Easy to navigate; loads quickly
- Visually engaging; memorable
- Is inspirational as well as informational
- Has worship/contact info on home page
- Has pictures and bios of staff/leaders
- Designed for visitors more than members
- Shares the "why," not just the "what"
- A vehicle for sharing member stories
- Used to form faith; build community
- A vehicle to promote servant events
- A vehicle to encourage generous giving
- A place to donate online or via text
- Linked to social media sites
- Functional (links work) & current (content)
- Includes dynamic as well as static content

PUBLICATIONS . . .

- Are professional looking and feeling
- Use consistent fonts; plenty of white space
- Avoids clipart; uses high quality images
- Shares content relevant to most



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What changes would have the greatest impact on communication?

- Newsletter – reduce content; add more white space.
- Website - add a welcome letter, pictures, stories and staff bios.
- Social – engage more people in two-way conversations.
- Social – increase the number of “likes” on Facebook page.

May God’ s Spirit continue to guide you as you discern ways to communicate your mission, vision, values, hopes and dreams more fully.

Jim LaDoux

Partner | Coaching & Consulting Services



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VISIONING RETREAT FOR LEADERS

DATE, TIME & LOCATION

Sunday, February 26 (12:30 – 6:00pm) – Plains Commerce Bank

ATTENDEES

Current and future leadership team members, Vision team, Staff. Amy, would you please get this invite to our new leadership team members, thanks. Jm LaDoux, our consultant from Vibrant Faith will be facilitating our working session.

SESSION DETAILS

The purpose of this retreat will be to discuss and interpret the reports that have been gathered from our cottage meetings, staff interviews, online survey and demographic information to articulate the congregations' identity. Then, we will explore our current reality and explore our preferred future and the most promising paths or strategies needed to fulfill the vision. There will be some pre-work that each of us will need to do prior to the working session. .

SCHEDULE

12:30 | DWELLING IN THE WORD

- What' s present:
- What' s missing:
- What might be:

1:00 | TEAM BUILDING & TREND SPOTTING

- Forced Choice
- Treasure Chest
- 1, 2, 3 & Spectrum exercises
- Four Corner Exercise



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1:45 | REVIEW OF WHAT WE'VE DISCOVERED

- Ministry Site Profile
- History & Timeline
- Church SCORE Card
- Church Vitality Audit
- Systems Report
- Community Context Reports

2:45 | DISCERNING & DREAMING

- Going Deeper with our Values Stations exercise
- Rank ordering of dreams
- Addressing what holds us back – staffing, facilities and systems

5:00 | NEXT STEPS

- What information needs to be shared; getting buy-in for next steps
- Creating a Road Map to track our current and future actions
- Sending & blessing exercise

