

Transforming Church Visioning Process:

Pastor John Holm, Leighton Ford Ministries & LCR Vision Team

January 2022

SECTION 1:

Introduction from LFM

Our church is participating in a cohort (4 churches coming together with a common purpose), sponsored by Leighton Ford Ministries with significant funding from the Lily Endowment. For thirty plus years Leighton Ford has focused on helping emerging Christian Leaders around the world to lead more to Jesus, like Jesus, and for Jesus. But the pressures on spiritual leaders are difficult and daunting. Often, they feel lonely and isolated. As is often asked, “Who pastors the pastor?”

Leighton has sought to help through personal and group mentoring, providing safe times, safe places, and safe people to help them keep going for the long run.

Kevin Ford, Leighton’s son, pioneered the Transforming Church process and is now Chief Catalyst at LFM.

LFM’s mission is to be....

A catalyst for mentoring a new generation of healthy leaders who sustain thriving ministries for the sake of the Gospel.

LFM’s Core Values

- **Relational** – Relationships are at the heart of all we do. We are long-time friends on the journey.
- **Exponential** – Our mentoring and ministry should lead to multiplication through Kingdom-focused partnerships.
- **Missional** – We believe the good news of the Gospel, through Jesus’ death and resurrection, is for sharing - both through proclamation and demonstration.
- **Intentional** – We are focused on raising the next generation of leaders and ministries who share our mission.
- **Spiritual** – we are listeners, paying attention to the Father's calling. We are led by the Holy Spirit to be open, fresh, and creative in our approach to ministry.
- **Transformational** – We offer time and spaces where we can listen deeply to each other, to our own hearts, and above all to God.

SECTION 2: EXECUTIVE SUMMARY

Introduction:

In the last eight to 10 years LCR has experienced pastoral transitions, interim periods, staff retirements, and now a pandemic period that has lasted longer than anyone ever imagined and likely will be with us for some time. The church we once knew has changed and we don't know what it will look like moving forward, therefore it is in our hands as disciples of Jesus Christ to vision our future together. That is why LCR's council believes that undertaking this visioning process is more important than ever for LCR and the surrounding community. God is at work in the world and is calling us to continue to love our neighbors. We are prayerfully trying to plan a path forward after living through some challenging times. Yes, we are all weary of the pandemic and other bad news that engulfs us daily. But God's Word still needs to be shared, people need to be healed, prayers need to unfold, and reaching out to serve in our communities needs to happen with the love of Jesus. These actions transform lives. So, let's start this important journey together for the future of LCR with open hearts, souls, minds, and hands.

Strengths:

- Pastoral, church leadership, and congregational commitment to serving children, youth, families, and senior members of our community.
- LCR offers diverse informal worship experiences, traditional and contemporary, and is the lone ELCA congregation in Racine to have both types of services.
- Pastors and volunteers who integrate technology into preaching, worship, livestreaming worship, ministry, and programming.
- Dedicated pastors committed to preaching Christ's love and showing the congregation how to be examples of this love in the world.
- LCR has a core group of members dedicated to their faith and to preserving their church of long-standing membership.
- LCR has a core group who give their financial resources generously and senior members who no longer can contribute their time, although give their financial resources generously.
- LCR has a beautiful sanctuary and accompanying debt-free building with eight acres of grounds and lots of interior and exterior space for programming.

Weaknesses:

- Like other churches, LCR is struggling to find its identity in a post-pandemic world.
- Many members have become uninvolved during the pandemic in volunteering their time to their church and the community.
- Declining Sunday school attendance along with fewer new young family members.
- As LCR members age, they still comprise the biggest financial contributors while younger families are not making up for the contributions lost when older members pass.
- Our aging building and grounds have many costly repairs on the horizon.
- LCR membership does not reflect demographics of the surrounding community.

Emerging Opportunities:

- Seek opportunities to reach out to our community -- those connected with the church and those who are friends, neighbors we know and don't know, co-workers, and those who may not even know Jesus. Learn to evangelize, to tell our story and Jesus' story, to serve our neighbor, and find ways to meet our community's needs.
- Although LCR's building is over-sized for the present congregation, the property could be adapted to better serve the surrounding community. For example, daycare facility, office/meeting space for community agencies or wellness groups. The outdoor space could be better used for worship, school outings and educational programming.
- LCR's building is large enough to share with another congregation or merge and/or its outreach/programming activities could be combined with those of other churches.

Future Challenges/Threats:

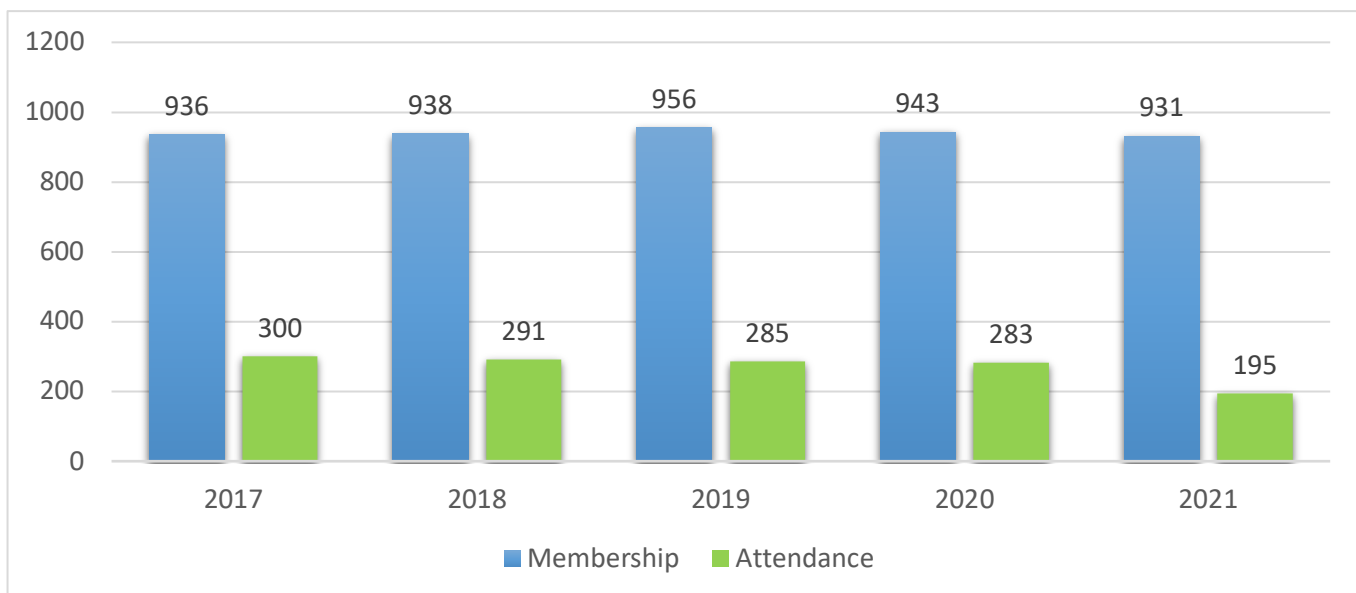
- Realizing that LCR will not return to the way we were. We are only going to be able to move forward even though we don't know what our forward vision looks like. We need to prayerfully vision together what our need is as a community of faith.
- Getting every member to live out LCR's mission and be engaged in the ministry of loving Jesus, changing lives, and reaching out to serve daily (*at work, at school, at home, and wherever they are*).
- Making the church relevant in present-day Racine; making the community its mission.

Questions to Wrestle With:

- How do we best re-engage our members after this challenging few years of the pandemic?
- How do we know people are growing spiritually?
- How are we going to plan to reach un-churched people?
- Which demographic groups do we target for outreach activities and to grow our membership?
- How do we put our building to better use?

SECTION 3: Orientation & Advance Information

Summary of membership/worship attendance trends for the past 5 yrs:



A brief history of the church:

After having met informally for a few years to share their faith, a group with Norwegian background on January 19, 1875, officially organized a congregation which ultimately became known as Bethesda Lutheran Church. Their church home at the corner of State and LaSalle Streets was dedicated in 1903.

Similarly, a group of Danish descent met in private homes and ultimately in 1889 established a congregation which was known as Immanuel Lutheran Church. Their church home at the corner of Memorial Drive and Oak Street was dedicated on September 14, 1890.

In 1959, the two congregations, Immanuel and Bethesda, were approaching a period in their histories when present facilities were inadequate, more and better educational programs were desired, and neither felt it was serving their members in a complete way.

The days of definite nationality lines were gone. Members no longer were Danes or Norwegians... they were American Lutherans. Both churches had given careful consideration to various possibilities such as expansion of their present buildings or construction of new ones. It was as if by design that the paths of the two crossed late in 1959.

Committees of both congregations studied various sites in the Racine area and arrived at our present site at 322 Ohio Street, a parcel that extends from Ohio Street to Hwy 31, as the most desirable.

Both congregations decided that they needed one another. They needed one another to provide adequate staffing, better facilities, more complete programs, and to better serve Christ. The merged church has done that, but it also has done more.

The name Lutheran Church of the Resurrection settled as a perfect mantle of the newly merged congregation. The merger gave many members a new birth for Christian living – planning, giving, and sacrificing to provide a more effective witness both individually and as a congregation.

Our members have spanned many generations since inception. We have adapted to both the needs of the congregation and of the community.

Under the leadership of Pastor Larry Kocha (1984 – 1997), a committee met to review how music interacted as part of the worship experience. The Revelation Band was formed to provide a more contemporary musical experience and continues to inspire us with a focus on praise music today. Associate Pastor Martell (1987 – 1997) brought his enthusiasm for the youth of the congregation, organizing and leading activities.

Pastor Jim Barsch (1997 – 2013) continued the love of praise music by bringing in various groups to perform for both the congregation and the community. He also introduced our first intern, Sara Vandenberg (2002), who was instrumental in the addition of a visual worship experience using a digital projection unit and retractable screen.

The terror of 9-11 brought a unique unity to the congregation and community. A focus on welcoming all to the energy of LCR's worship experience brought in many people who were

‘unchurched’ and had participated little, if at all, in a formal worship community. Attendance was high and additional services were added on Sunday morning and Saturday evening for a total of four services every weekend. Deacon Janice Navarro (2004 – 2018) was called to assist with worship, visitation, youth, and many other activities within the congregation.

There have also been challenges from leadership changes over the recent 10 years resulting in 2 call processes within a very short period of time. With all the significant leadership changes, there were members that found change difficult and choose to move to other churches. In addition, we did a full review of all membership which resulted in many being removed that had not notified the church of their move. All of this started with the retirement of Pastor Barsch. An interim pastor was appointed by the synod office until Pastor Arthur Bergren was called to serve (June 2015 - October 2016). Following the ELCA process, this took more time than most members would have preferred. Through Pastor Bergren’s leadership LCR participated in the synod program “God’s Work – Our Hands”. Working in conjunction with Emaus Lutheran Church, a community outreach began. Deacon Janice Navarro served after the departure of Pastor Arthur and during the next call process. Her dedication and expertise kept the congregation on a steady path.

In 2018, Pastor Karen Pahl was called, and a renewed focus of community developed, bringing the ELCA Summer Neighborhood Camp idea forward, which was unanimously approved by the congregation. It is funded by grants and congregational support, along with our co-camp directors (Erica, Wendy & Alyssa) and pastoral leadership. In 2019 the program was held at LCR with tremendous success and continues through today.

With the retirement of our Deacon Janice Navarro and our lay youth director, Dori Rossmann, LCR had John Anderson serve as our Pastoral Intern as we determined our staffing needs for the future and then in December of 2020 LCR called Pastor Kelly Nieman-Anderson as our dedicated Associate Pastor of Children, Youth and Family Ministry.

The COVID-19 pandemic has proven to be the most significant trial in recent history. In person worship was no longer feasible. Adapting from drive-in service to streaming on-line services and committee meetings brought us into the digital age. The lack of personal contact from early 2020 to the end of 2021 has been an extreme challenge. Now that in person services have resumed, attendance has significantly fallen. We are entering a new era.

Over the years, not only has Lutheran Church of the Resurrection evolved, but so has the Lutheran Church. A merger of three Lutheran synods formed the ELCA (Evangelical Lutheran Church in America) in 1988. They were: The ALC (American Lutheran Church), the AELC (Association of Evangelical Lutheran Churches) and the LCA (Lutheran Church in America). The ELCA is a church that shares a living, daring confidence in God’s grace.

Prominent ministries:

Ministries are activities/programs conducted by church groups or individuals that further the discipleship and/or spreading of the good news of Jesus Christ.

These include:

Reaching Out to Serve Ministry: members and friends volunteer their service through the love of Jesus in the immediate community and beyond:

- Living Faith Community Meal Program: At this Sunday evening meal LCR helps assemble 80 to-go meals every other month and provide financial assistance.
- Hospitality Center: We hold undergarment and sock drives, provide blankets, volunteer, and financial support.
- HALO: When special projects arise, we assist and contribute financial support.
- Veterans Tiny Homes: When special projects come up, we assist and give financial support.
- Racine County Food Bank: We do an annual "souper bowl" of caring and collect food year-round. We do special food drives as needed along with financial support.
- ELCA Lutheran World Relief: The quilters make and send quilts to LWR and the youth have started sending Health Kits as part of their summer mission work.

Youth Ministry:

High School Youth Ministry:

The youth programs at LCR give young people the opportunity to be leaders and participants in ministries within the church and to reach out to serve in the community both near and far. The youth at LCR build relationships with each other as well as congregational members of all ages. They are trusted to lead within the church by providing a variety of worship assistance and Sunday School leadership. They are involved in the decision-making process of all levels of their projects. LCR is intentional about making sure its youth know that they are valued as important members of the church and their community.

Youth Mentorship Program:

Confirmation candidates work with adult members during their confirmation education. Youth are encouraged to choose their own mentors, but confirmation leaders, parents and youth often work together to consider the right mentorship fit. There are intentional gatherings offering time for one-on-one free conversations, guided conversations, worship, and spiritual discussions that encourage relationship building. This program allows youth and mentors to consider different perspectives as they travel along and build upon their faith journeys together.

Prime Timers:

This is a monthly meeting of the senior members of our congregation. They come together for fellowship, entertainment, and opportunities to learn about different organizations, ministries, and ways to serve in their community. Formerly the Elderberries, Prime Timers has been around for about 20 years.

Age demographics of members/attendees: (Data from 2019)

Gender comparison		Age distribution				
46%	54%	20%	20%	15%	25%	20%
MALE	FEMALE	19 YEARS OR YOUNGER	20 - 34	35 - 49	50 - 65	OVER 65

Senior Pastor's personal vision for the church:

LCR has been watching The Chosen series this past year and as I think about the vision for LCR, my prayer is that this church and its members really take to heart the "Come and See" invitation that Jesus and the Disciples continue to share with everyone they call to follow along in their journey.

Our journey of getting to know Jesus is never done, therefore we need to continue to "fish for people" in our community of Racine knowing that the community around our church looks different than the people in our pews. So, we may need to think a little differently on how we need to reach out to invite new people to be part of our community of faith, to serve with us in our community and how we may need to change up our programming to meet the needs of the community right around us. As we do this, it may challenge us to do things that are a little uncomfortable but being a disciple of Jesus was never easy and is still a challenge today. The pastors can't do this journey alone, or with just council leadership. We need everyone from our preschool children to our senior members to invite people to "Come and See" who and what Jesus is all about and why LCR has made a difference in your life and will change theirs as well.

Summary of financial information for past 5-years:

	<i>Actual Financial Results</i>				
	2021	2020	2019	2018	2017
GIVING/INCOME	524,505	482,636	526,092	517,221	540,513
EXPENSES					
Benevolence	41,778	46,540	51,330	52,600	60,925
Programs	28,015	31,956	45,980	52,518	46,852
Staff	287,964	266,795	322,862	285,502	278,195
Facilities	60,548	67,753	81,690	75,866	79,078
Total Expenses	418,305	413,044	501,862	466,486	464,925
NET OPERATING INC/EXP	106,200	69,592	24,230	50,735	75,588

	2021	2020	2019	2018	2017
Operating Fund Reserve	53,100	19,302	3,000	50,586	11,239
Facilities Fund Reserve	25,000	25,522	15,230		33,349
Facilities Maintenance		11,008	6,000		19,000
Pastor Transition Insurance Provision	28,100	13,760		148	12,000
Total Restricted Funds	106,200	69,592	24,230	50,735	75,588
Net Income	-0-	-0-	-0-	-0-	-0-

There were no capital appeals during the past 5 years. The last capital appeal loan of \$626,000 was paid off in 2016. The loan was a 20-year loan which began in 1995 for the building addition and addition of air conditioning to the sanctuary, fellowship hall, and office areas.

Summary of any previous strategic planning information:

From autumn 2018 into spring 2019, LCR offered a sermon series with mission-based topics, received input from the congregation and worked with council leadership to share information with the congregation and choose the mission statement below, along with practices and values.

Lutheran Church of the Resurrection

Why do we exist?

Our Mission: We Share the Resurrection by...

What will we do? Practices:

Loving Jesus,
Changing Lives

& Reaching Out to Serve

(HALO, Veterans Tiny Homes, Community Meals,
Goodland School & Neighborhood Camp)

How are we going to work?

Values:

Preaching, Teaching,
Community, Prayer,
Fellowship & Worship

Where is God taking us?

Vision: A Place where children,
youth & young families/people are
growing in faith & we engage
people of all ages to reach out
and serve in our community.

When are we successful?

Metrics:

SWOT AND EMERGING OPPORTUNITIES FROM 2015:

STRENGTHS.... that we can leverage:

- Core of strong and active members
- Facility, location, and acreage of LCR
- Membership understands congregation as family
- New direction
- Diversity of worship experiences: informal, traditional, and contemporary
- Youth program
- Mortgage paid off
- Strongest ELCA parish in Racine

WEAKNESSES.... that we can remedy:

- Declining Sunday school attendance in younger grades
- Few new members and young families
- Inaccurate numbers for members and worship attendance
- No church-wide outreach to unchurched and de-churched
- Plateaued giving income
- Two congregations; traditional and contemporary
- Poor internal and external communications
- Aging Facility

OPPORTUNITIES....that we can choose and pursue:

- Evangelism, outreach, and hospitality strategy
- Communication strategy
- Integrate the gifts and skills of all members
- Deepen program ministry: education, fellowship, justice, and spirituality
- Congregation history of risk taking:
 - Combining 2 congregations to form LCR in this location
 - Addition of Contemporary Worship

THREATS.... that we can mitigate:

- Vulnerability due to aging donor base and giving patterns
- Failure of membership to understand the current state of affairs at LCR
- Inability to embrace an outreach culture at LCR
- Failure to evolve into a proactive organization
- Staff Transitions

EMERGING OPPORTUNITIES IDEAS FROM THIS SWOT:

Evangelism Ministries: <ul style="list-style-type: none">• New Website up and running• 30 second rule• Greeters• Bring a friend Sunday	Stewardship Ministries: <ul style="list-style-type: none">• A likely capital campaign• Our Fall Stewardship Program• Planning the financial gifts, we receive for our 2017 ministries
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<p>LCR Building:</p> <ul style="list-style-type: none"> • Lighting Cost Reductions • Heating and Cooling Assessment 	<p>For Every Member:</p> <ul style="list-style-type: none"> • Pray for good solution • Stay current or grow in your financial gifts to LCR • Be faithful stewards of God’s gifts <ul style="list-style-type: none"> ▪ <i>By making stewardship part of your family’s daily conversation</i> ▪ <i>By participating in our fall stewardship program</i> ▪ <i>By offering time and skills to the outreach, education, and worship activities at LCR</i>
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Most effective and/or creative ministry/programs:

Contemporary Worship Service: LCR offers a contemporary worship service at 10 a.m. on Sundays. This service began in the early 1990’s when Pastor Kocha went to a worship conference at Peace Lutheran Church and brought back the idea of a contemporary service to the congregation. A team went to an additional conference to learn more and then started the service as an outdoor summer ministry. The summer worship was so popular that it continued in the fall as an indoor service and grew from there. Two contemporary services accommodated the need but eventually one was dropped. This worship service is an effective ministry because the music and worship reach out to many different people of various ages and stages of their faith. One of the creative parts of this ministry is that LCR is the only ELCA Lutheran Church in Racine that offers this type of service. Keeping the band active is important and as members reach retirement age replacements will be needed.

ELCA Neighborhood Camp: Racine ELCA Neighborhood Camp is a free five-week summer program offered Monday through Thursday. Many of our campers come from families where parents need to work multiple jobs, leaving their children vulnerable, hungry, alone and at risk. Neighborhood Camp is a means to address such needs, providing meals, play time, God time, field trips, reading, and enrichment, all in a wholesome atmosphere.

Neighborhood Campers, at about 50 participants, are children who will enter first through sixth grade the fall following camp. Campers receive a nutritious, well-balanced breakfast and lunch daily. Healthy afternoon snacks are also provided. All meals meet requirements set by the Department of Public Instruction. Neighborhood Camp also provides an opportunity to build relationships with neighbors from the wider community and a way to serve others outside our four walls.

Transformational Camp Facts:

- ◆ Through 30 minutes of “God Time” daily lead by Pastor and Lay Leaders, our campers learn and experience God’s love first-hand through biblical stories, songs, and prayer.
- ◆ Camp is a place to expand the world view of campers through new and exciting weekly themes.
- ◆ Campers engage in a minimum of 30 minutes of outdoor activities daily (weather permitting).
- ◆ Campers participate in the Barnes and Noble summer reading program.
- ◆ Campers engage in journaling, hands-on art and science projects, and field trips related to the weekly themes.

In 2019, we had almost 50 kids enrolled for the summer camp, in 2020 we held summer camp virtually with about 12 to 15 involved, and in 2021 we held an in-person summer camp with approximately 30 kids enrolled.

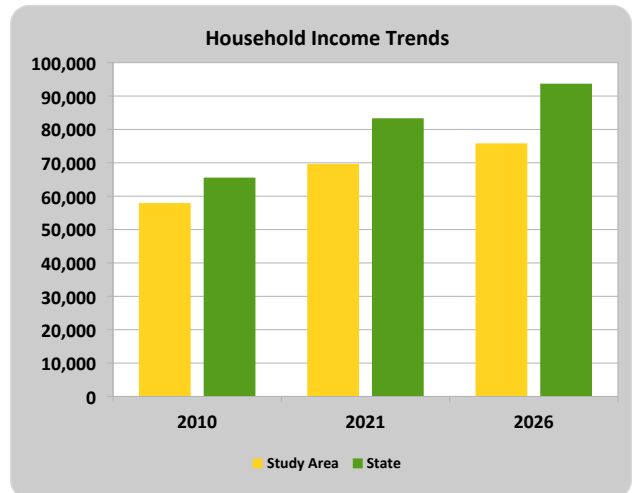
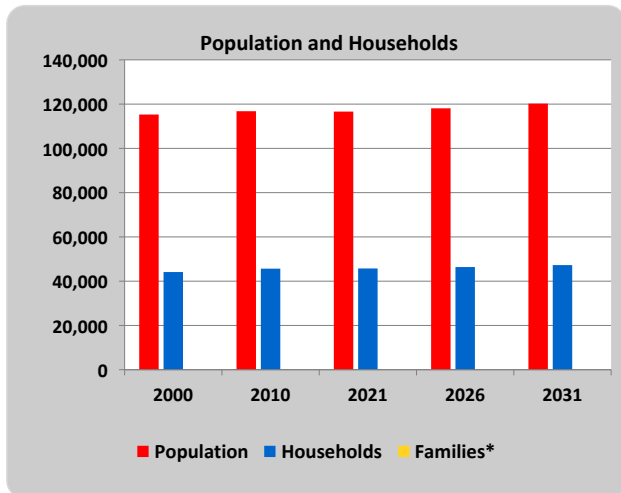
SECTION 4: Demographic Study

Our demographic study was done for a 4-mile radius around our church zip code of 53405

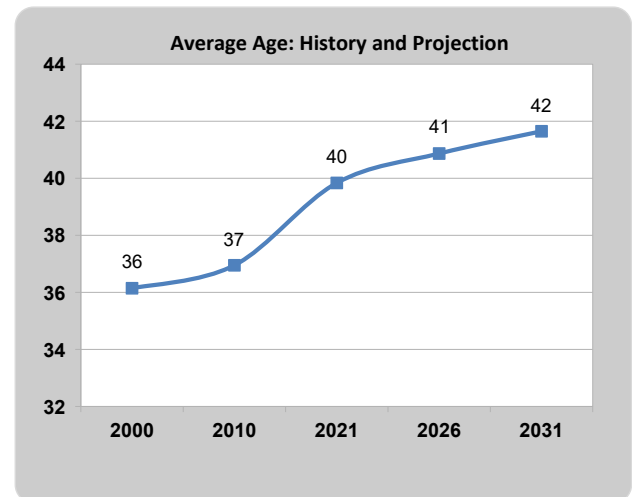
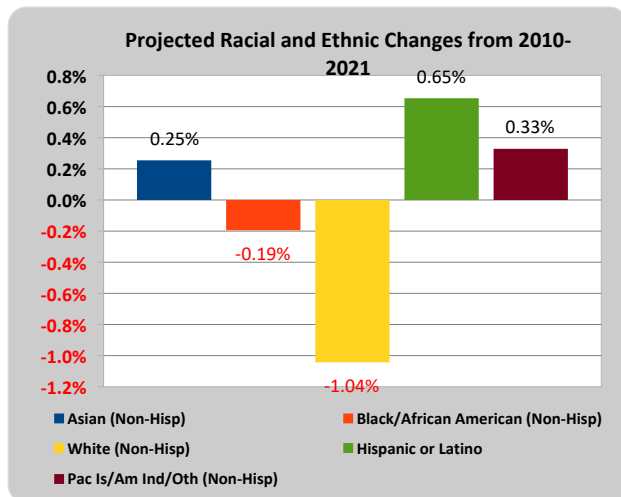
What does the demographic study tell us about our community?

In summary, our community’s population over the next 10 years is projecting very little growth (3,595 increase) and over time the community’s average age will go from 40 to 42. Racial and ethnic changes have occurred from 2010 to 2021. The current 2021 average household income for our surrounding area is \$69,658 and the five-year projection for 2026 is \$75,818, about an 8% increase in five years, translating to 1.6% per year. This indicates limited charitable potential as the cost of living will exceed earning potential. The lack of financial incentive also may limit young families.

Base State: WI
Date of Report: 9/9/2021



NOTE: Family Household data is not projected out 10 years.

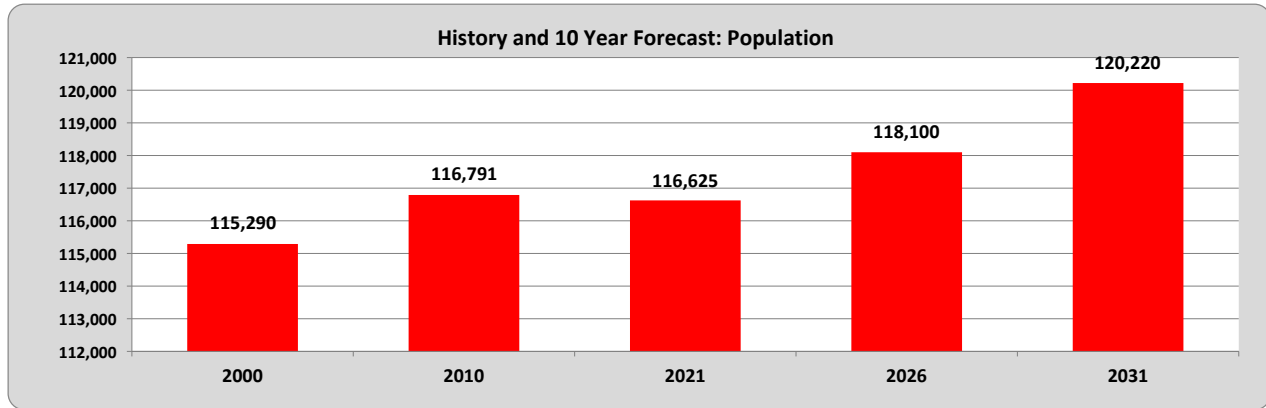


What are the key trends?

Below are some of the details of our trends currently:

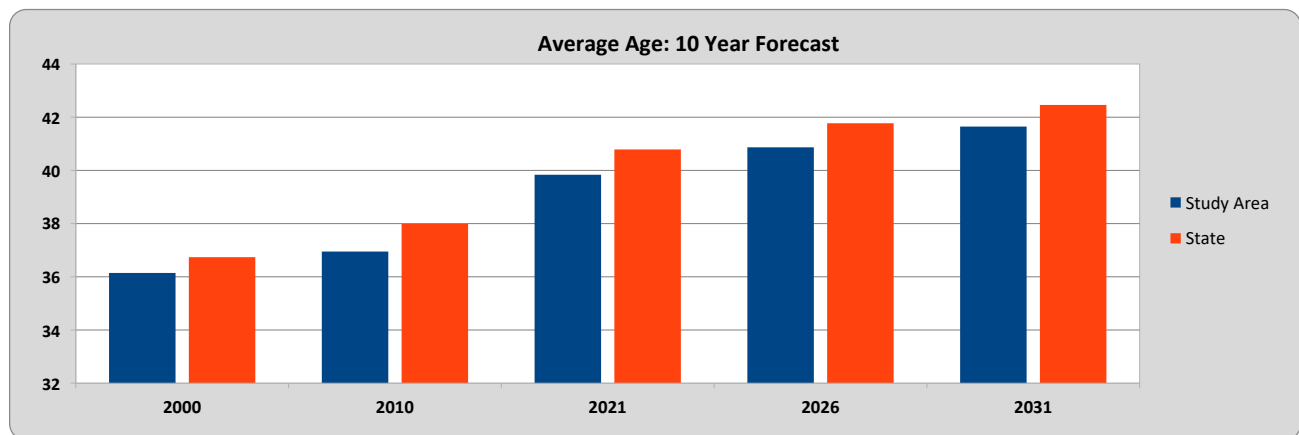
You can see below that our projected population growth over the next 10 years is 1.8% and the state overall is 2.7%. Therefore, we do not see our community growing in numbers, nor do we see the growth in employment projected from the Foxconn development as it has failed to materialize. It's a challenge to seek growth in the church with so few new people expected within our community.

Population History with 5 and 10 Year Projected Change



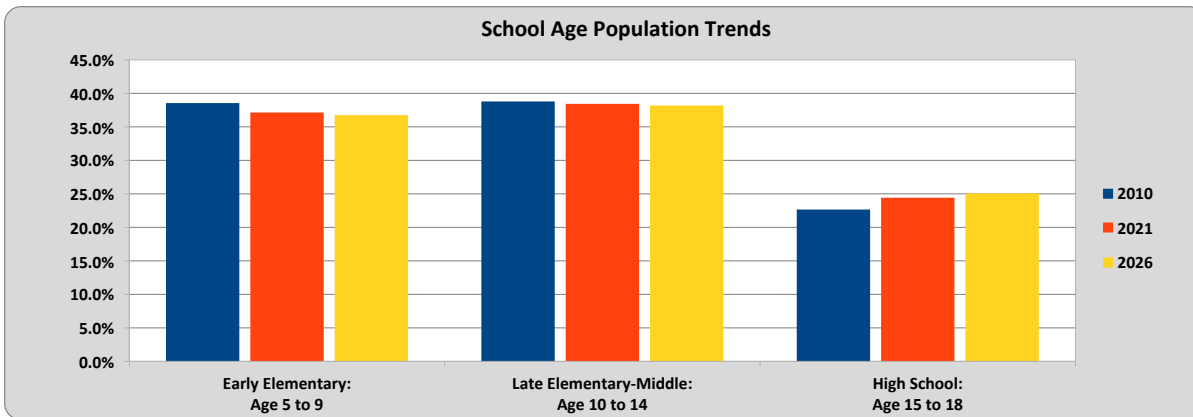
<i>Population Trends</i>	2000	2010	2021	2026	2031
Study Area Population	115,290	116,791	116,625	118,100	120,220
Population Change		1,501	-166	1,475	2,120
Percent Change		1.30%	-0.14%	1.26%	1.80%
State Population	5,363,677	5,686,986	5,918,467	6,060,900	6,226,513
Population Change		323,309	231,481	142,433	165,613
Percent Change		6.03%	4.07%	2.41%	2.73%

Average Age with State Comparison



We can see on the following page our school-age population dips in high school, with one likely cause being families moving for access to schools in Oak Creek-Franklin, Union Grove or Waterford. We also know some high schoolers drop out before graduation and fail to complete their GEDs.

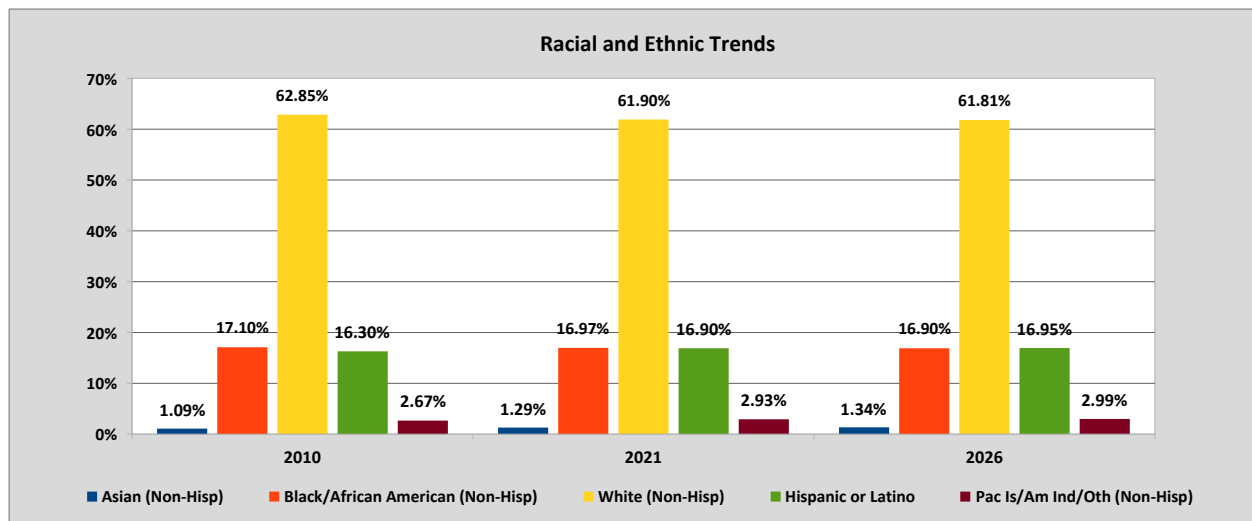
School Age Population Trends



Study Area	Study Area						WI			Comp Index CY	
	2010	2021	2026	5 Yr Chg	2010	2021	2026				
School Age Population Trends											
Early Elem: 5 to 9	8,098	38.55%	7,141	37.14%	6,599	36.74%	-0.40%	37.57%	37.35%	38.00%	99
Late Elem-Mid: 10 to 14	8,149	38.79%	7,389	38.43%	6,858	38.19%	-0.25%	38.32%	37.98%	38.08%	101
High School: 15 to 17	4,761	22.66%	4,696	24.43%	4,502	25.07%	0.64%	24.11%	24.67%	23.92%	99
Totals:	21,008	100.00%	19,226	100.00%	17,959	100.00%		100.00%	100.00%	100.00%	

We can see below our racial and ethnic trends for the past 10 years and the projections for the next five years. The BIPOC (Black, Indigenous, People of Color) population has stayed at about 38%, with 62% of the population identified as white. Therefore, our racial trend has stagnated, yet we still struggle with equity issues in providing adequate paying jobs and affordable housing for our community.

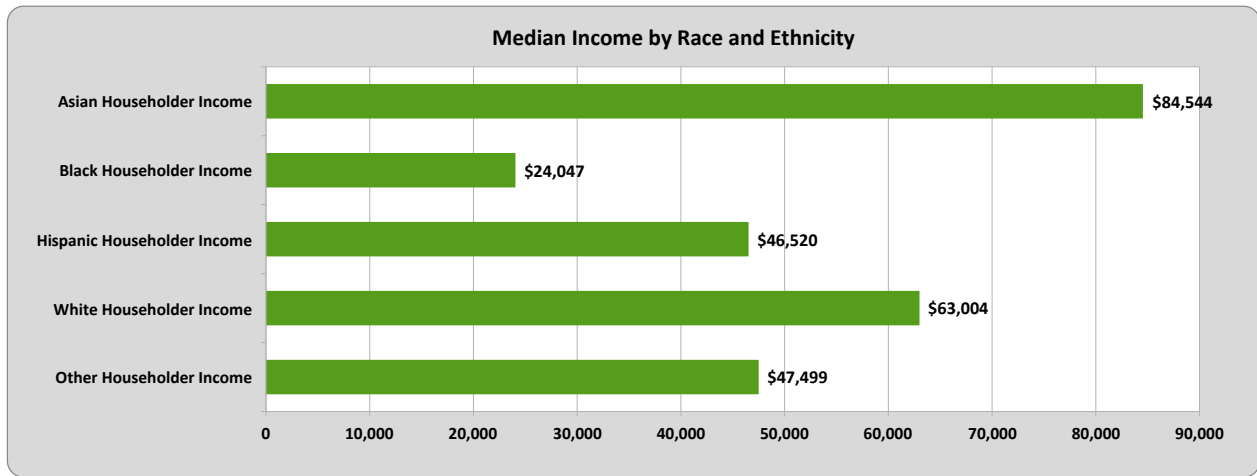
Racial Ethnic Trend Projections



Study Area	Study Area						WI		Comp Index CY
	2010	2021	2026	5 Yr Chg	2021	2026			
Racial/Ethnic Trends									
Asian (Non-Hisp)	1,272	1.09%	1,508	1.29%	1,587	1.34%	0.05%	2.51%	52
Black/African American (Non-Hisp)	19,966	17.10%	19,794	16.97%	19,960	16.90%	-0.07%	6.05%	281
White (Non-Hisp)	73,408	62.85%	72,195	61.90%	72,998	61.81%	-0.09%	82.66%	75
Hispanic or Latino	19,033	16.30%	19,715	16.90%	20,018	16.95%	0.05%	6.19%	273
Pac Is/Am Ind/Oth (Non-Hisp)	3,113	2.67%	3,412	2.93%	3,536	2.99%	0.07%	2.59%	113
Totals:	116,792	100.00%	116,624	100.00%	118,099	100.00%		100.00%	

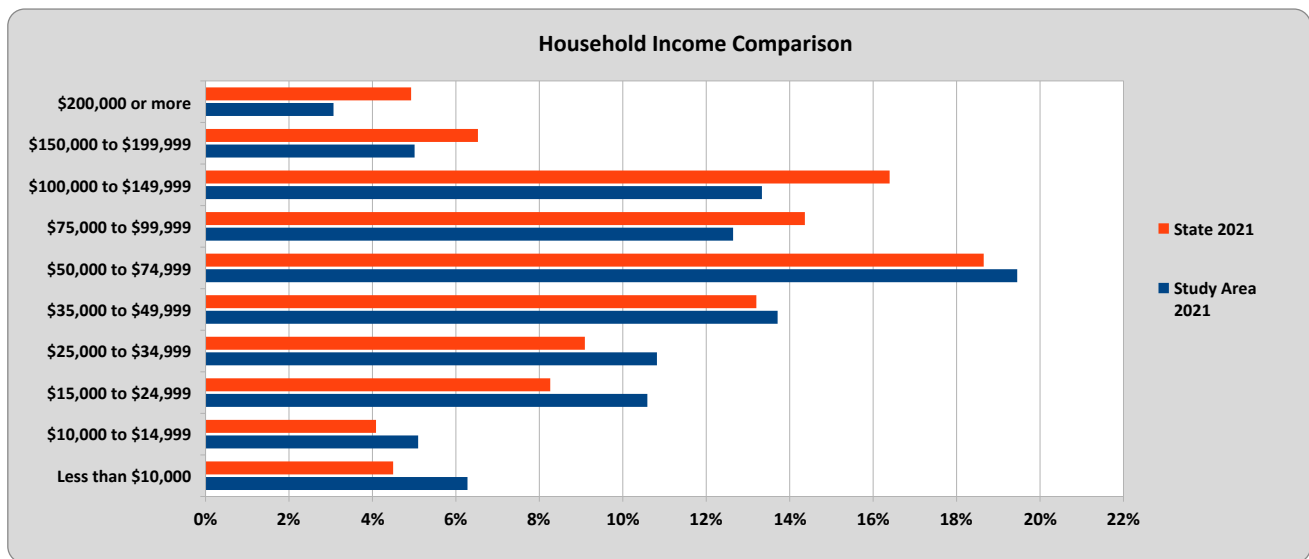
NOTE: Race and ethnicity breakouts are based upon Census Bureau categories. Only those groups for which the Bureau provides extended detail can be reported.

Median Income by Race and Ethnicity: 2021

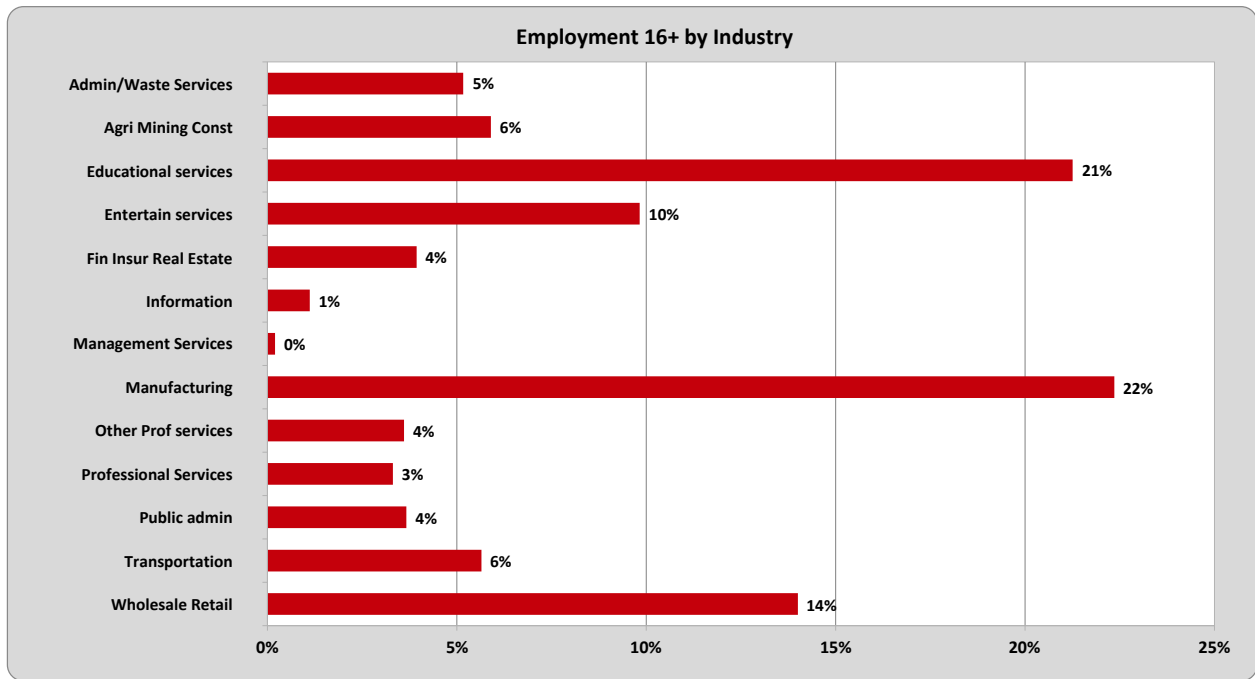


We included the more detailed household income comparison to give us a better understanding of the income around us. Also in 2021, 64% of the households in the area were family households, 30% were single-person households and 6% were non-family households.

Current Year Estimated Household Income Comparison to State



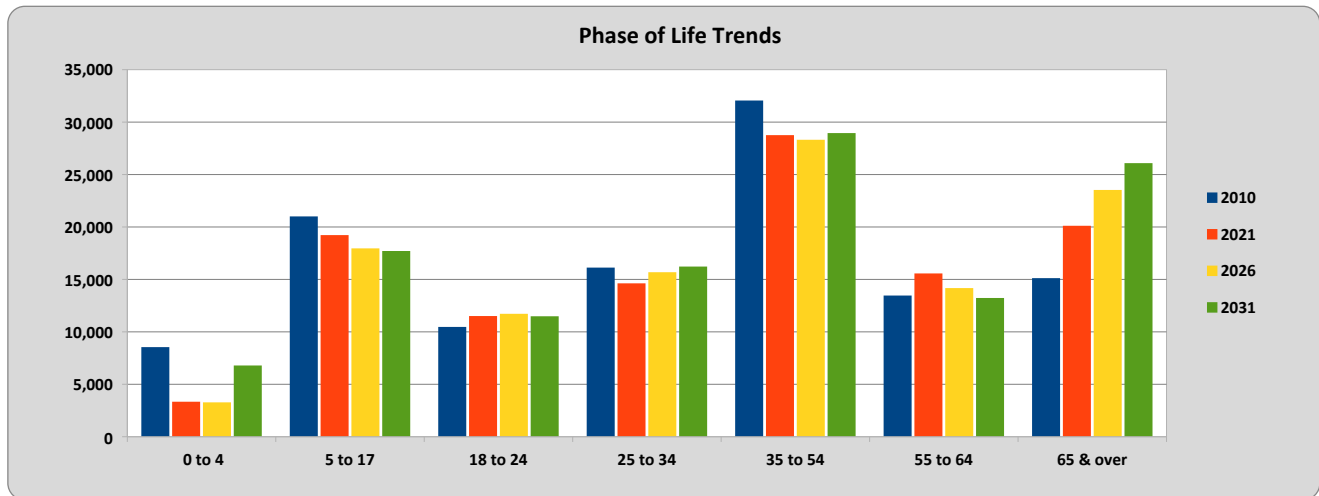
You can see on the following page our current employment industry is heavy in the areas of educational services, manufacturing, and retail. Manufacturing and retail can have large turn over because of trying to keep up with competitive pay, benefits, and transportation issues. Therefore, it can cause challenges to stability within the local community as well. Our local community around us is currently 54% white collar workers and 46% blue collar workers in 2021.



The most typical lifestyle groups in the community?

Two phases of lifestyle groups trend higher in our area, and we need to consider their needs in the next five to 10 years. They are families/empty nesters (ages 35 to 54) and retirement opportunities (65 and older).

Phase of Life



The primary felt needs of our community:

The primary felt needs of our community are the families/empty nesters. They are going through all types of changes; kids growing and learning through challenges in life and school, both parents working and transporting kids to activities, parents preparing kids to go to college, and then regaining their own lives. The needs of the retirement-age folks are many; learning to step through the early days of adjustment, then health issues, losing their freedom because of health issues, loss of spouse and so much more. All of these are issues we need to consider.

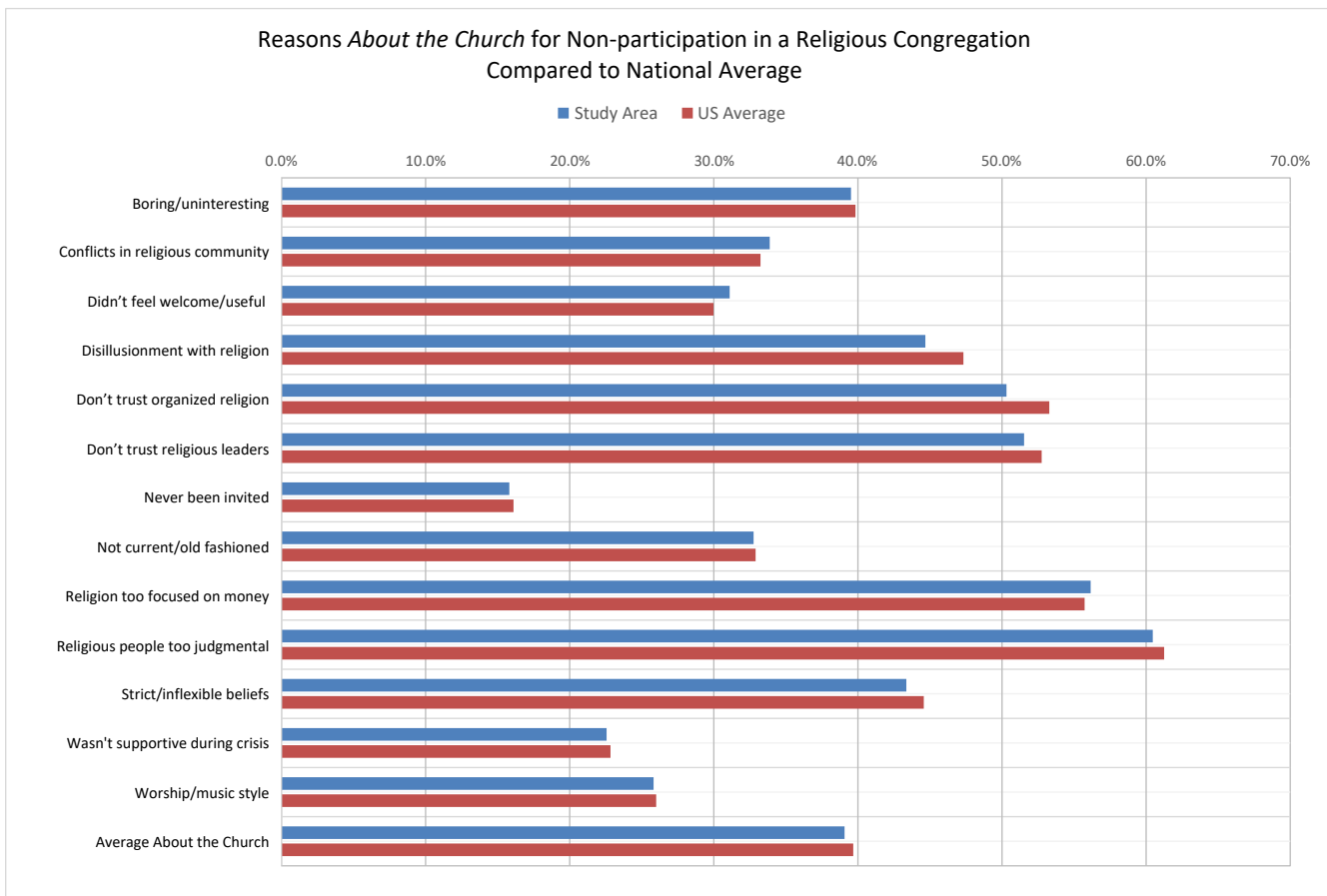
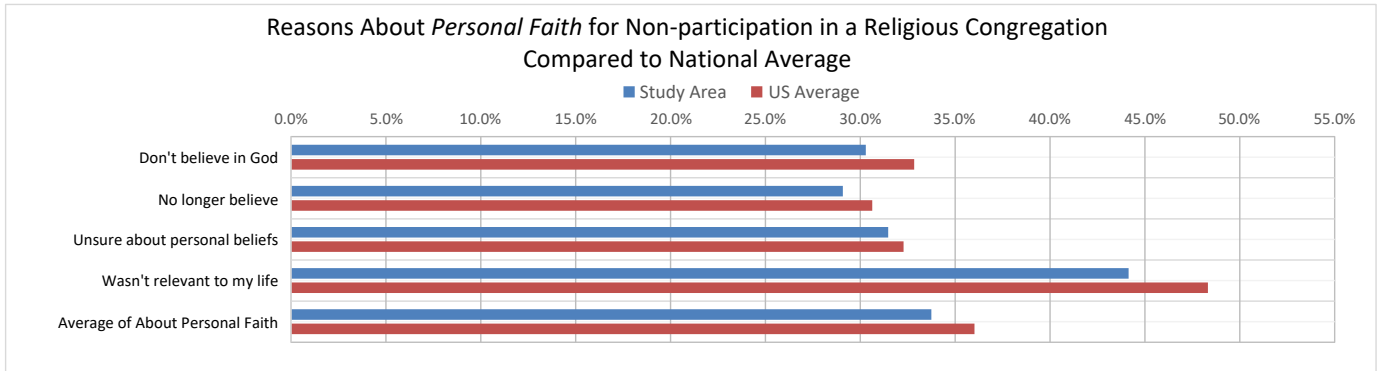
The perceptions about church and/or Christianity:

From the study there are two perspectives about the church, from those outside of a religious community, and from those who were part of a religious community.

Below are the responses about both and you will see what their perspectives are:

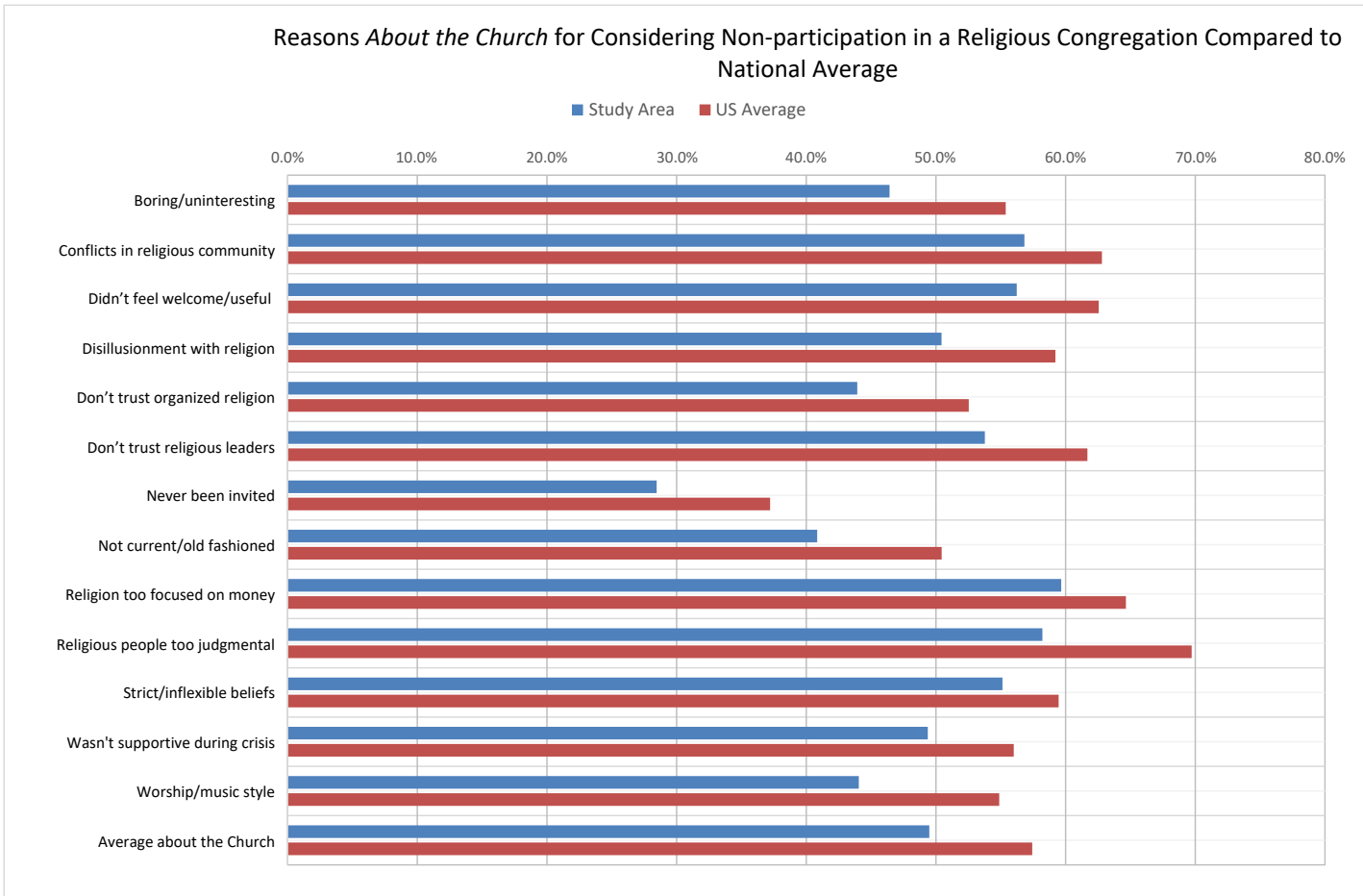
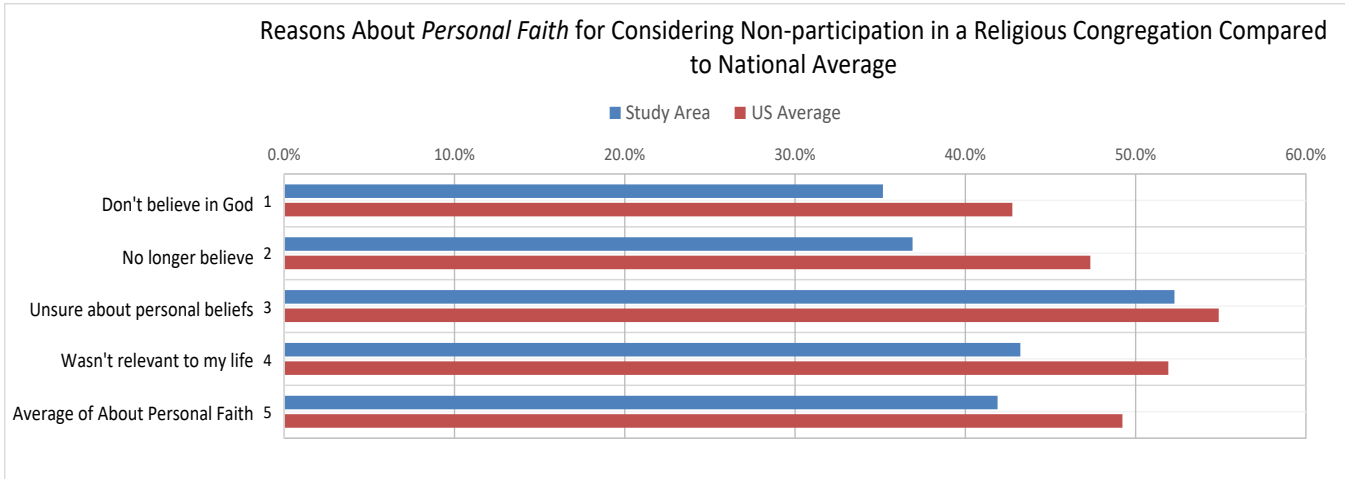
From those outside of a religious congregation, the top two reasons for non-participation are non-belief in a supreme being or formerly believing. An additional challenge is their perspective of the church. The top three reasons a person would not participate is: Religious people are too judgmental, religion is money-focused, and lack of trust in religious leaders.

Reasons for Non-Participation—Those Outside of a Religious Congregation or Community



From participants of a religious congregation, the top two reasons for non-participation are uncertainty of personal beliefs or lack of relevancy. The additional perspectives regarding what they think of the church showed these top three reasons for non-participation by current members: Too focused on money, too judgmental, and conflicts within the religious community.

Reasons to Consider Non-Participation—Those Inside a Religious Congregation or Community



The chart below shows areas that we can focus on strengthening as well. The recommendations are ranked based on the general results gathered.

Ministry or Program Recommendations Based Upon This Study Area			
Program Preferences Ranked by Ratio of Important to not Important			
Ranking	Program	Ratio	th of Preference
1.0	Warm and friendly encounters	5.3	Very Strong Preference
2	The quality of sermons	2.5	Strong Preference
3.0	Opportunities for volunteering in the community	1.7	Strong Preference
4	Adult social activities	1.7	Strong Preference
5.0	Holiday programs/activities	1.5	Strong Preference
6	Traditional worship experiences	1.5	Moderately Strong Preference
7.0	Family oriented activities	1.4	Moderately Strong Preference
8	Involvement in social causes	1.2	Moderately Strong Preference
9.0	Seniors/retiree activities	1.0	Minimal Preference
10	Cultural programs (music, drama, art)	0.9	Minimal Preference
11.0	Contemporary worship experiences	0.8	Minimal Preference
12	Bible or Scripture study/prayer groups	0.8	Minimal Preference
13.0	Spiritual discussion groups	0.8	Minimal Preference
14	Youth social activities	0.7	Minimal Preference
15.0	Crisis support groups	0.7	Minimal Preference
16	Social justice advocacy work	0.7	Minimal Preference
17.0	Christian education for children	0.7	Minimal Preference
18	Personal/family counseling	0.7	Minimal Preference
19.0	Marriage enrichment	0.6	Minimal Preference
20	Parenting development	0.5	Minimal Preference
21.0	Practical training seminars	0.4	Minimal Preference
22	Health/weight loss programs	0.4	Minimal Preference
23.0	Addiction support groups	0.4	Minimal Preference
24	Daycare/After-School Programs	0.4	Minimal Preference

What are the implications to LCR's ministry from this data?

After reviewing the demographic survey information, the visioning team sees that some of the implications are as follows:

- LCR members need to continue to invite friends, neighbors, and co-workers to LCR events, programs, worship, and other opportunities so they can experience the community of faith and get to know the mission of our church.
- With the population in our area not growing, we must focus on ways to engage the population of family households, along with the growing senior population as well.
- We noted that single-family household numbers are increasing. Therefore, we thought that programming targeted for this population should be considered.
- We found the ministry and program recommendation list very interesting for our area. These were items/programs that people listed by importance. We should consider these as items for ministry for the future while realizing needs for volunteers or funding.

SECTION 5: TCInsight *(Congregational Survey)*



TRANSFORMING
CHURCH INSIGHT

Lutheran Church of the Resurrection Racine, WI November 2021





OVERVIEW

Your church participated in the Transforming Church Insight (**TCI**), a congregation engagement survey tool provided by Leighton Ford Ministries. The questions are not based or dependent on theology, but rather measure the congregant's personal sense of engagement with the church they attend.

Since 2000, the TCI has collected survey data from non-denominational and denominational churches of all sizes, affiliations, and regions in the United States. In fact, the database consists of over 11 million records or entries. For the sake of relevance, we use the most recent five years when establishing the national norm.

The 135 questions in this engagement survey were designed to uncover your congregation's engagement with your church across 5 broad dimensions: *Community, Code, Calling, Cause, and Change*. Within each of these dimensions, we have grouped the congregation's responses into specific facets of church life. For example, the dimension of *Community* covers the facets of *Relationships, Support, Ownership, and Connectedness*. Each respondent was also asked to provide some basic demographic identification, which provides the church a meaningful perspective to their responses.

Our national database enables a comparison of how your congregation responded with how other congregations felt about their church. However, we recognize that every church is different. Accordingly, the comparative findings of this survey, and its graphic representations, are mostly designed to encourage conversation and interaction within your congregation around the various facets to which they responded.



UNDERSTANDING THE SURVEY RESULTS



National Percentile Comparison: This graphic chart illustrates how the responses of your congregation on 15 facets of church life compare to the national congregation average for each facet. This chart converts your congregation's average facet score into a national percentile. For example, if your church is shown in the 52nd percentile in the Relationship facet, it means your congregation's average response is the same or higher than 52% of the churches that have taken the *tci*. The median is the 50th percentile.

Facet Score and Percentile Results: The figures on this page give the actual average response score by your congregation on the 15 measured facets (using a 1-5 scale, 5 being highest), as well as the national average score and the national percentile of your church in the facet. The bar charts again provide your church's national percentile comparison, the same information as the previous just shown a different way.

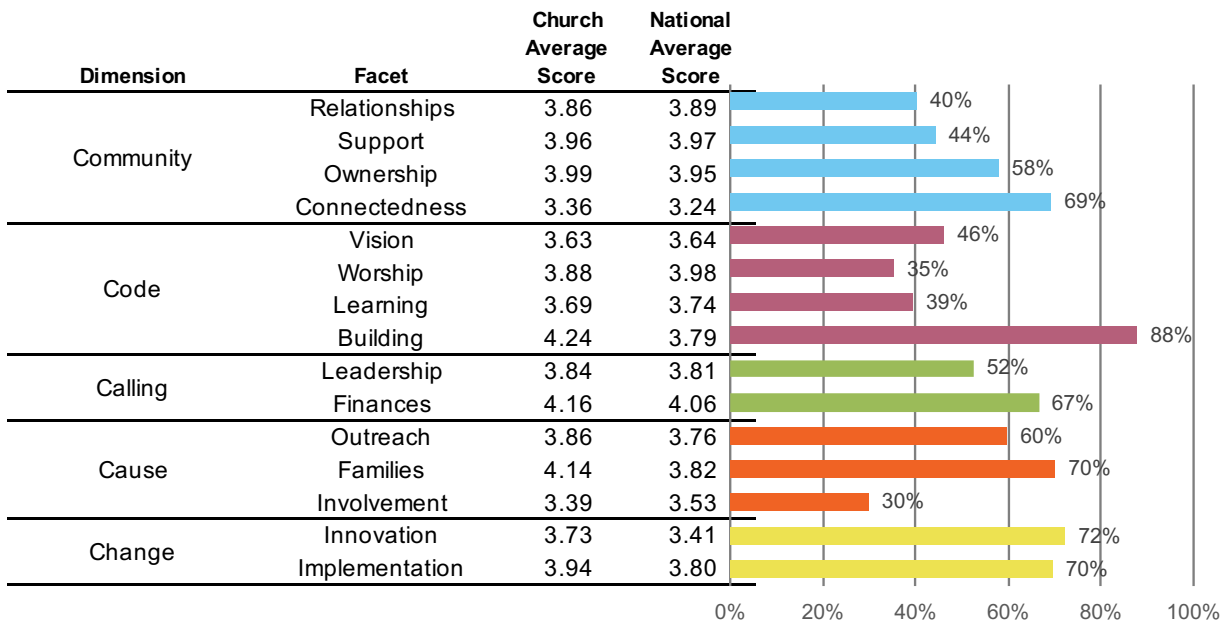
Top 5 Scores: This page shows in rank order, top to bottom, what your congregation has identified as its top 5 scores, based on the church's national percentile ranking among the possible 15 facets.

Overview of Respondents: This demographic breakdown provides an overview of "who" answered the survey, based on age, church position, family structure, length of involvement, and travel time to the place of worship.

Dimensions (*Community, Code, Calling, Cause, Change*): These 5 pages provide a very detailed look at the facets within each dimension, showing the average rating by your congregants for each facet, broken down into the demographic categories.



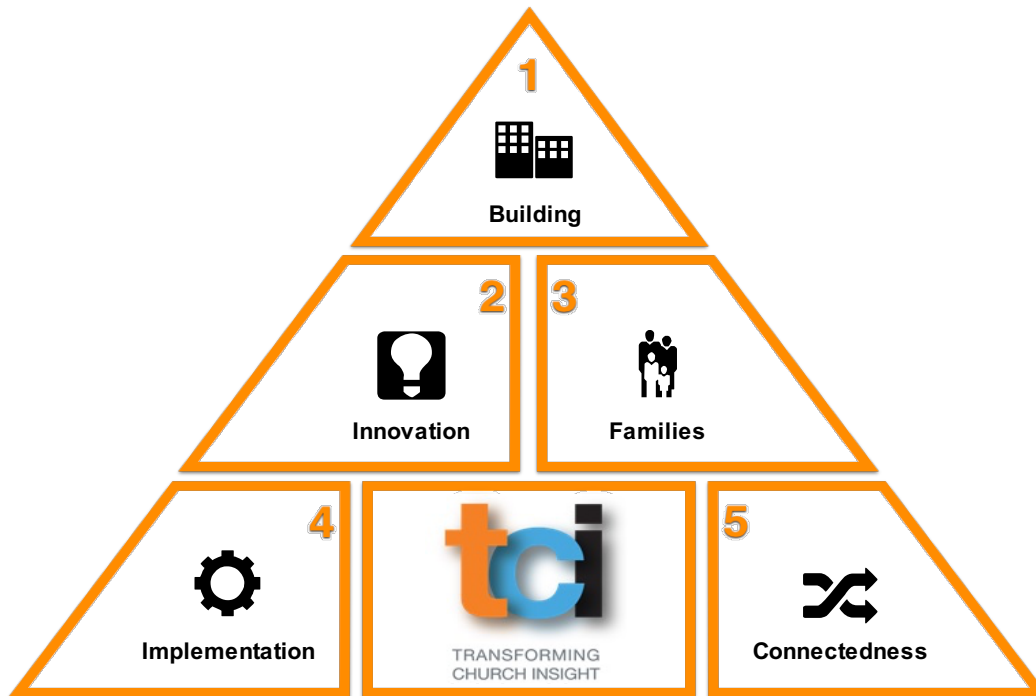
SCORE AND PERCENTILE



The figures on this page give the actual average response score on the 15 measured facets (using a 1-5 scale, 5 being the highest), as well as the national average score and the national percentile of your church in each facet.

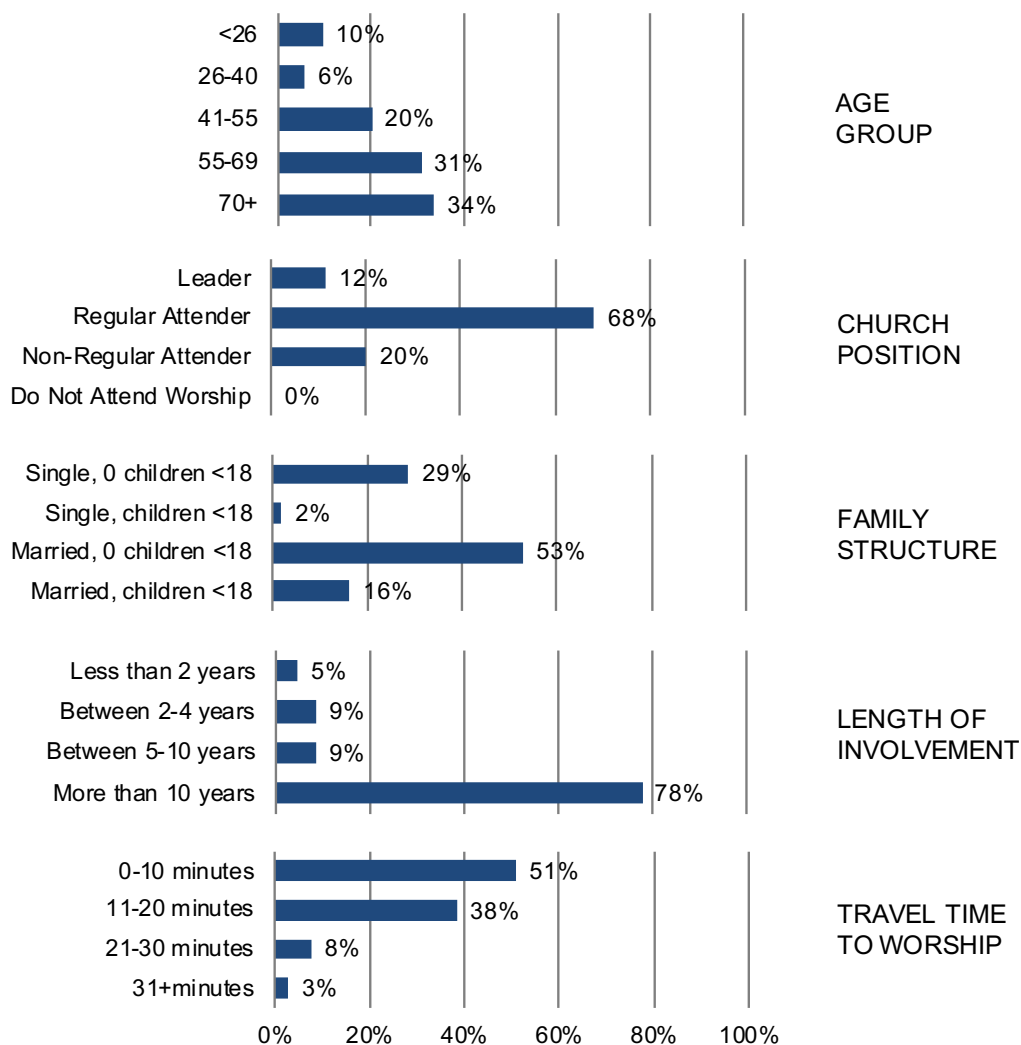


TOP 5 FACETS



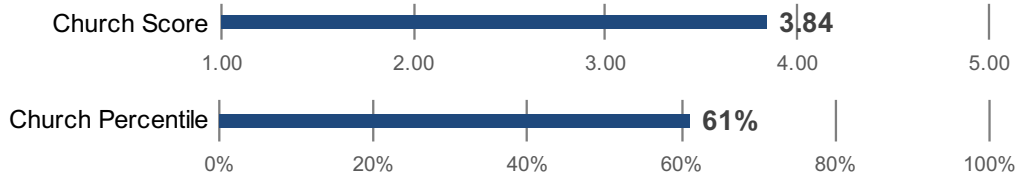
This page shows in rank order, top to bottom, what your congregation has identified as its top 5 scores, based on the church's national percentile ranking among the possible 15 facets.

OVERVIEW OF RESPONDENTS

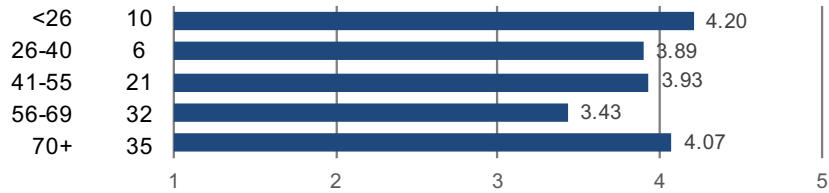


Number of Completed Surveys: 104
 First Survey Completed On: 9/16/21
 Last Survey Completed On: 10/17/21
 Margin of Error: +/- 8.27 percentage points

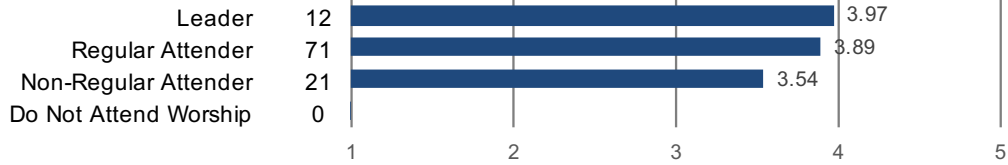
OVERALL SUMMARY



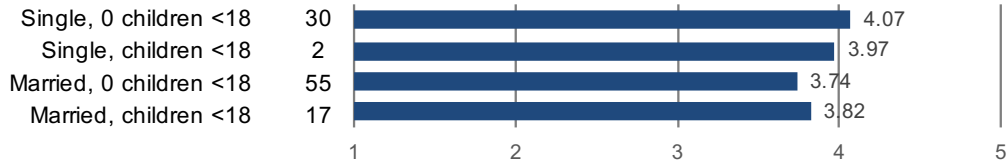
AGE GROUP



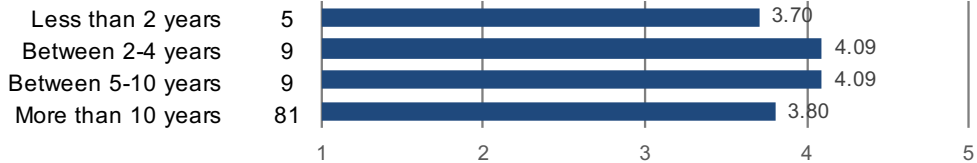
CHURCH POSITION



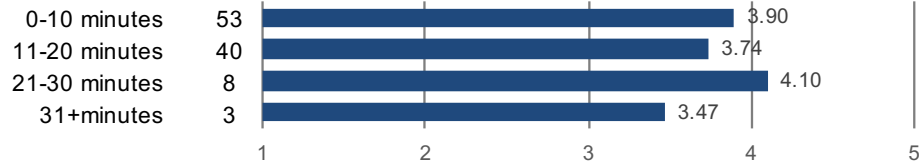
FAMILY STRUCTURE



LENGTH OF INVOLVEMENT



TRAVEL TIME TO WORSHIP



5 DIMENSIONS

15 FACETS



COMMUNITY FACETS

Relationships: People rated things like warmth, caring and fellowship. High scores here indicate that people sense the church is like a healthy family.

Support: This reflects how well people feel cared for and ministered to. High scores here indicate that people feel that they are personally growing and that the church effectively supports them.

Ownership: This facet measures whether or not people feel they have ownership and can make a difference at the church. They have a personal sense of responsibility for the church's well-being. They believe that they count.

Connectedness: People experience connectedness to a church in many ways. When newcomers quickly connect and the church has an effective assimilation process for all, people will understand and engage in the mission of the church beyond just the weekend worship service. Further, when people are connected they will more readily embrace change.

Do we feel like isolated individuals or do we feel like a community?



5 DIMENSIONS

15 FACETS



CODE FACETS

Vision: When the vision is clear and compelling, people get excited. Vision, however, must be shared and can never be dictated. High scores indicate that leaders are unified, the vision is clear, and new people quickly experience what the church is all about. The church is well-defined.

Worship: This facet measures levels of satisfaction with music and sermons. It looks at whether or not the worship services are attracting new people. It looks at whether or not people are experiencing life-change as a result of the overall worship experience.

Learning: This facet measures your congregation's sense of personal growth that goes beyond mere knowledge. High scores indicate that your adult learning environment is resulting in people who feel prepared to minister and who believe your church has made a significant difference in their lives.

Building: A church's building and facilities express, symbolically, the church's code. This facet measures how well the buildings and facilities support your various ministries. It measures how appealing, friendly, and accessible the facilities are.

Is there alignment between our stated values and code?



5 DIMENSIONS 15 FACETS



CALLING FACETS

Leadership: While there are many definitions of leadership, the *tci* focuses on how well your leadership handles conflict and disagreement. It looks at whether or not people perceive leadership to practice what it preaches. High scores indicate that leadership does a good job with change management and has created an environment of trust.

Finances: This facet looks at how well the church manages finances, how financial issues are discussed (not too much, not too little), and whether or not people support the church financially.

How do we relate to our leaders?



5 DIMENSIONS

15 FACETS



CAUSE FACETS

Outreach: Is the church making an impact outside of itself? High scores indicate that the church has a good reputation, is making a contribution to the community, and is interested in making a difference in people's lives. It is more concerned about external impact than internal church growth.

Families: This facet measures how effective the church is at reaching, serving, and nurturing children, teens, and families.

Involvement: This facet measures the depth to which people feel personally involved at the church. High scores here indicate that people are involved in smaller groups within the church, that they feel personally cared for by leaders, and that they have a clearly defined role. They are active participants in church events.

Are we participants in the mission, or only observers?



5 DIMENSIONS

15 FACETS



CHANGE FACETS

Innovation: This facet looks at how people perceive the church related to such words as creativity, cutting edge, upbeat, and innovative. High scores show a significant level of perceived relevance to current culture.

Implementation: This facet examines how well a church manages itself. High scores indicate that the church does a good job of communicating, meeting goals and deadlines, celebrating achievements, mentoring people, and making decisions.

Will we welcome or resist the future?



Our top 5 areas were in the following order:

88% Building

A church's building and facilities express, symbolically, the church's code. This facet measures how well the buildings and facilities support your various ministries. It measures how appealing, friendly, and accessible the facilities are.

72% Innovation

This facet looks at how people perceive the church related to such words as creativity, cutting edge, upbeat, and innovative. High scores show a significant level of perceived relevance to current culture.

70% Implementation

This facet examines how well a church manages itself. High scores indicate that the church does a good job of communicating, meeting goals and deadlines, celebrating achievements, mentoring people, and making decisions.

70% Families

This facet measures how effective the church is at reaching, serving, and nurturing children, teens, and families.

69% Connectedness

People experience connectedness to a church in many ways. When newcomers quickly connect and the church has an effective assimilation process for all, people will understand and engage in the mission of the church beyond just the weekend worship service. Further, when people are connected, they will more readily embrace change.

Our bottom 3 areas were in:

30% Involvement

This facet measures the depth to which people feel personally involved at the church. High scores here indicate that people are involved in smaller groups within the church, that they feel personally cared for by leaders, and that they have a clearly defined role. They are active participants in church events.

35% Worship

This facet measures levels of satisfaction with music and sermons. It looks at whether or not the worship services are attracting new people. It looks at whether or not people are experiencing life-change as a result of the overall worship experience.

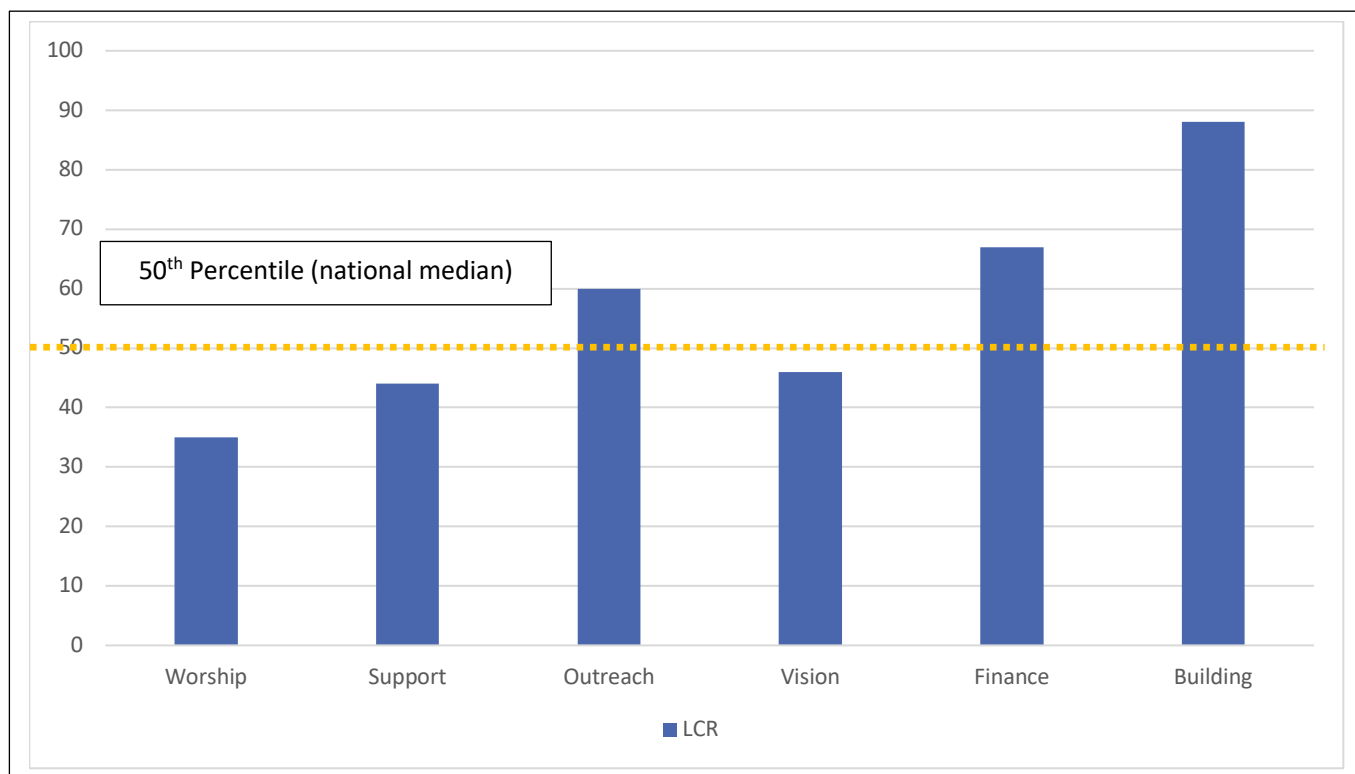
39% Learning

This facet measures your congregation's sense of personal growth that goes beyond mere knowledge. High scores indicate that your adult learning environment is resulting in people who feel prepared to minister and who believe your church has made a significant difference in their lives.

We certainly will need to look at the areas on the bottom of our list and have conversations with committees in these areas and council so that we can investigate these areas for growth and see what needs to be addressed from the perspective of church members and people who have not been part of our church. This also will need to be incorporated into our visioning plan.

Even though we have ranked our top five areas as our choices at this time, are these areas really the top facets we need to move us forward as a strong healthy congregation?

According to LFM the top facets for churches in the top 10% are Worship, Support, Outreach, Vision, Finance & Building and this is where LCR is in comparison:



As you can see, LCR rated Worship at the bottom and Building as the top result. Other areas (support, outreach, vision & finance) are hovering just above and below the midpoint. So, we have future visioning and planning to look forward to and should give thanks for the ministry we have and the blessings that can be ahead.

SECTION 6: Internal Focus Groups

We gathered three groups of LCR's members together to receive feedback from congregational members on a few different questions. Below is a summary of the questions that were asked.

What drew you to LCR?

About half of the respondents were lifelong members and grew up in the church. Another one-quarter said LCR's passion for serving the community attracted them and the other one-quarter said they were drawn to the church because it was friendly, and they enjoyed worship.

What do you think is going well here at LCR?

During the pandemic, pastors, staff and leadership have developed creative solutions to keep our ministry going such as online services, drive-in worship, keeping in touch with people via Zoom, educational opportunities and check-ins. COVID has certainly challenged us to try new approaches and to give people a new perspective of what the church experience can be.

We are blessed to have musical gifts for our 8 a.m. and 10 a.m. services that enhance our worship activities. We also like that worship is online now and both pastors' sermons are inspiring.

Our youth are an asset to our congregation because they are involved and active. They enjoy being part of our worship and they want to serve in our community and engage in summer mission trips. They are leaders in our church community now and for the future.

Neighborhood Camp, Community Meal, Women's Circles, and the Afghan Refugee service project also were cited several times as activities going well at LCR.

What is your church's mission statement / mission?

- Some people realized it was what we say at the end of our worship service weekly:
 - We share the resurrection by: loving Jesus, changing lives and reaching out to serve.
- Some pieced it together after a little while. Others got part of it by saying that we reach out and serve.
- Loving Jesus is at the center for everything here. I wish we had more outreach to those who are mentally ill or of the LGBTQ community.

Others said we live out our mission in the following ways:

- If I can give a helping hand, that is loving Jesus.
- Involvement in the Community Meals, Hospitality Center & Neighborhood Camp
- Taking Jesus's message about loving everyone to heart. There's been a lot of trials in the last year or two including politics which influences how you interact with friends or people with whom you disagree. Sermons have helped teach us how to deal with that.
- When we participate and attend worship and reach out to help others, lives are changed (both ours and those we serve).

What do you think this church is best known for in the community?

Many people mentioned our ELCA Summer Neighborhood Camp, Outreach to our community with the various organizations we serve, youth program, outdoor worship in the summer, our beautiful building/steeple, and God's Work Our Hand ministry.

What do you think needs attention at LCR?

Mainly, the parking lot, that our building is oversized for the current congregation, and that the facility requires a lot of time, energy, and money to maintain, which gets in the way of our mission.

Other issues raised included that the 8 a.m. service doesn't reach a lot of people because younger members prefer the contemporary service, and that the 8 a.m. service needs to be traditional and should stay traditional. (Note, when asked, they explained that staying traditional means following the traditional liturgy, singing the old hymns and praying the older versions of prayers).

Another point that was raised is that adults with kids and singles often are working during the day, many LCR activities are offered during the day. Someone other than a pastor could lead evening Bible studies, get-togethers, etc.

What are this church's weaknesses or challenges?

These included:

- We miss seeing our young adults, they go off to college and not as many of them return to the church as have left.
- We also lack volunteers - it's all the same people. Some people will do it if you call and ask, but there are certain people who just do it. The good core of reliable volunteers has shrunk during the pandemic.
- Re: approaching new volunteers: I felt welcomed when I first got here. I didn't know what was needed. I didn't know there was a need. There is a difficulty for new people to know how they can fit in. How do you fit in when everything is working. What could you want from me?
- Comes back to relationships. If you know them, they likely say yes.
- Serious mismatch between the people sitting in the pews and people in the community.
- The pandemic has forced us to discontinue potluck meals, so we have lost connectedness.
- People aren't returning even though we are back to in-person church and don't understand why people are not coming back.

What area of ministry needs the most attention and would really have a large impact on the mission of this church?

- Assist with addressing Racine's struggles with jobs, education, racism.
- Do downtown service projects and in the past, this has drawn people in to LCR.
- Bringing in families would set us up well for the future.
- What do other churches have that we don't have, that has helped them grow and to continue to grow.

What do you hope will be different about this church in 2 years, 5 years, 10 years?

- There will be more people here at LCR.
- More people of color – larger diversity in the congregation.
- In Racine we've had 15-16 ELCA congregations and now we have 6. Maybe we should see if other churches would like to join us.
- Have a group sharing our building for another reason besides church.
- We don't have a church choir and would like to see them bring that back. Need a choir director. And we need to reach out to the children to sing in the choir.
- Offer a church service other than Sunday.
- Hope we are still a church.

SECTION 7: External Focus Groups

Businesses:

We received feedback from representatives of different companies: (SCJ, Johnson Bank, Racine Area Manufacturers & Commerce, CNH, Modine, Twin Disc, & Re/Max Newport Elite Realty). Here is a summary of the response themes:

What are the needs that you see most frequently with your customers/community members?

- People are struggling to make ends meet (poverty issues)
- Affordable housing
- Affordable Childcare or Childcare in General
- Work Ethic
- Having educated qualified individuals to work with our companies
- Having the appropriate skilled workers
- Preparing Students for real world exposure

What problems do you think are constantly unaddressed or under-addressed community?

- Poverty issues
- Food Gaps in our Community
- Public Transportation for people to get to jobs (*Currently Racine is somewhat limited*)
- Equity issues with our Black, Indigenous, People of Color and LGBTQIA+
- Early educational base with transitional plans for college & technical learning early on
- Strengthening head start programs...getting kids the best chance possible
- Kindness
- Having more dignity for yourself and others

In what ways can you see the local churches/faith communities integrating to help your business serve your customers/community members?

- Connect with our local non-profit organizations to volunteer and serve with them to help address the issues in our community of hunger, homelessness, transportation, volunteer at your local schools for reading programs, share about job programs, connect with schools and families, and understand their struggles and needs.
- This will be an ongoing connection with the churches, non-profit orgs, community, government, and businesses.

Is there anything else you think would help us in connecting with the needs in our community, the challenges, or opportunities?

- I think it starts at home and continues at school.....how are we loving our neighbor. How are we caring for one another on a daily basis.
- For the church to continue to be a voice within our community to raise awareness of the challenges in our community. Or to be a voice for the people who need help or where systems are breaking down.

Non-Profit Organizations:

We received feedback from the Salvation Army, Veterans Outreach of Wisconsin, and the Health Care Network. Below is a summary of the response themes:

What are the needs that you see most frequently with the people you serve?

- Utilization of Food Pantry
- Families need Formula, diapers, wipes, baby food. (*Expensive items*)
- Toys, Coats & School Supplies
- Kids Backpack Program – Weekly kid food program
- Housing for those that are homeless & affordable housing when people transition from non-profits
- Free or low-cost medical care, dental care, behavioral health services and social services and prescription assistance

What problems do you think are constantly unaddressed or under-addressed with the people you serve?

- Many seniors have no transportation and are unable to receive food from a food pantry.
- People call the Salvation Army in need of furniture or home supplies (pots, dishes, silverware) etc. and we are not able to meet this need.
- There seems to be a lack of temporary shelter because HALO always seems to be full.
- Behavioral health is severely lacking. Chronic disease management. Addressing domestic violence. General barriers to living a healthy lifestyle that are all related to poverty.

What have been the best things churches have done in this community?

- Coming alongside and volunteering in areas of need.
- Hosting food drives to support both us and other organizations in our community.
- Very open to having us at various festivals so we may reach people with our mission.
- Most often, people do not understand the need for free clinics in the community, don't know who the patients are and really do not understand the return on investment that a free clinic offers its community. For example, for every dollar we receive in donations, we can produce a minimum of \$5 worth of medical care. So, it is great to visit congregations to share information and education.

What mistakes have you seen from churches in our community?

- Often the churches don't totally understand the mission of the organization before aligning with a nonprofit.
- Sometimes there is a duplication of services, food for example. There are multiple food pantries in Racine and sometimes a church begins this ministry with good intent, but it is not needed.

What could a church do to most help you in your service to the community?

- Help spread the word about the organizations mission!
- The need for drives is extremely helpful to distribute food and other items to seniors.

Members of LCR Vision Team:

• Tony Baumgardt	• Mary Hauch
• Dawn Jacobson	• Dave Backman
• Connie Gardner	• Lynette Jacobson
• John & Cristy Cline	• Cheryl Cieczka
• Pastor Karen Pahl	• Pastor Kelly Nieman Anderson