

Summary

# **VISION 2020:**

## **A STRATEGIC PLAN FOR ST. JAMES LUTHERAN CHURCH**

**Portland, Oregon**

**July 12, 2015**

Our Mission: In the central city, St. James welcomes all and celebrates God's grace and inclusive love with the gifts of Word, music, classic Lutheran liturgy, hospitality and service.

*Looking to 2020 and beyond:*

Our Vision: To be a vibrant active congregation inspired by God's unconditional love for all people through Jesus Christ. There is a place for you here: to gather in worship uplifted by music and the arts, striving for justice and peace; empowered by the Holy Spirit and reaching out in loving service to the community and the world.

Members of the Core Planning Team: Pastor Dennis Andersen, Warren Cook, Leon Gogl, Greg Gonzalez, LaVon Holden, Willard Kniep, Sylvia Lee, Janet Nelson, and Ann Tohlen

## The Core Values of Saint James

### ***Worship and the Arts:***

*Embracing our liturgical and musical heritage, music and art are integral parts of our worship and our life in the St. James community ∞ Valuing creative expression that reflects both beauty and hope in the grace of the loving God ∞ Delighting in a faith that is ever new, infused with a message for the needs and concerns of our contemporary world.*

### ***Inclusiveness, fellowship and hospitality:***

*Embracing the message of God's love for all people at all times in all places ∞ Welcoming all regardless of age, race, ability, circumstance, background, gender, gender identity or sexual orientation ∞ Showing hospitality, treating each person with dignity and love and being in fellowship with one another and all who enter here.*

### ***Stewardship as a response to God's love:***

*Living our lives in response to God's love, including our families, our homes, our financial resources, our bodies, and our environment ∞ Caring for our central city properties ∞ Giving generously to ministries that change lives every day.*

### ***God's creation and our place in it:***

*Affirming all of creation is good ∞ Taking responsibility for caring for the earth and all that is in it ∞ Living lives that reflect our care for the world.*

### ***Justice and compassion:***

*Living our faith in the world ∞ Advocating for justice and seeking good for all ∞ Responding to human needs through loving service ∞ Respecting the dignity of every human being ∞ Seeing and serving Christ in all persons ∞ Integrating social, economic and environmental justice into our lives.*

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The congregation of St. James – as we know it today and as we plan for its tomorrows – is a product of nearly 125 years of history in which it has been confessing Jesus Christ as Lord and Savior and preaching the Gospel, as recorded in Holy Scripture and affirmed in the ecumenical creeds and Lutheran confessions, of the power of God to create and sustain the Church for God's mission in the world. The Vision 2020 plan is based on our belief that we have all been loved and called by God into this community of believers, a community that embraces a Lutheran tradition of worship centered in Word and Sacrament and a rich liturgical and musical expression that lifts up the grace of the loving God.

It is against this backdrop, then, that we offer the statements of Mission and Vision, and the Core Values that make St. James a unique community, all of which are reflected in the strategic goals and initiatives that are at the core of Vision 2020. These strategic initiatives reflect both our desire to lay the foundation for future generations to continue doing ministry in this place –

just as prior generations laid the foundation for us – and our commitment to living the values we embrace at St James.

Worship and prayer are at the core of who we are at St James. We are blessed to have excellent worship and music leadership and we embrace a richness in liturgical, musical and creative expression. The strategic initiatives proposed in this plan are intended to bring excellence to all aspects of life at St James.

Vision 2020 lays out ten initiatives that we believe will enable us to continue and expand our ministries in downtown Portland as we move into the third decade of this century. We believe that we have the talented and dedicated leadership, both professional and lay, that will be necessary to achieve these goals. With this leadership we believe that St. James will realize and expand its potential by involving ever more of our members in participating in and supporting our ministries.

The following chart summarize the major elements of each of the ten initiatives. The complete version of the plan can be accessed on the St. James website, [stjamespdx.org](http://stjamespdx.org).

### LAYING THE GROUNDWORK FOR FUTURE GENERATIONS

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***These four strategic goals address physical and structural needs of the church buildings, energize our governance structure, develop new leaders, stabilize funding and ensure adequate staff, which together will lay the groundwork for a new generation to do ministry in and from this place. We believe these initiatives can be substantially realized within five years.***

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STRATEGIC INITIATIVE	WHAT THE INITIATIVE WILL DO
<b>Governance:</b> Re-energize and streamline the decision making structures of St. James	Establish a Task Force to complete by January 2016 the revision of the St. James constitution and develop bylaws to define and revitalize the committee structure. :: Provide a mandate to the Church Council to put in place a plan for training and mentoring a new generation of leaders.
<b>Finance:</b> Ensure financial stability to support our ministries; maintain transparency; and provide regular, accurate and complete information.	Develop and adopt a Fiscal Policies and Procedures Manual. :: Adopt recommendations of the Financial Review Task Force. :: Streamline accounting and reporting of designated funds. :: Review and revise, if appropriate, investment and dispersal policies for the St. James Endowment.
<b>Property and Facilities:</b> Ensure the sustainability, accessibility, and safety of the St. James properties to enable continued ministry in the central city.	Establish a Property and Facilities Committee to carry out plans for near and long term maintenance. :: Seismic Study Task Force complete it review and plan for systems upgrade, solicit guidance from and submit recommendations to the congregation. :: Form an ad hoc committee to develop and present a plan for historic preservation.
<b>Staffing:</b> Develop and carry out short and long term staffing plans that will enable St. James to carry out its ministries	Executive Committee will carry out an assessment of how well the organizational needs of the congregation are being met by current staffing. :: Develop a staffing plan to be phased in over 3 – 5 years. :: Provide oversight of the staffing plan and provide regular updates and reports.

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## LIVING OUR VALUES

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*These strategic initiatives focus on ministries and activities for carrying out our mission. They reflect our commitment to living out our values in and with the community of St. James and in our day to day lives. These are timeless values, embraced from generation to generation.*

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<p><b>Stewardship:</b> Develop a spirit of generosity and abundance; grow member commitment to stewardship and foster stewardship in support of the growth and ministries of St James; broaden member understanding of stewardship as central to our faith.</p>	<p>Establish a standing Stewardship Committee to communicate financial priorities and information to the congregation. :: With other committees plan activities and events that encourage pledging, focus on stewardship as a way of Christian life, and promote a full concept of stewardship. :: Create a spiritual gifts inventory, document the need for volunteers, and encourage members to share time and talents.</p>
<p><b>Christian Education:</b> Establish a consistent and intentional program of Christian education for all ages that focuses on biblical and theological literacy, liturgical fluency, spiritual practices, and living out our values.</p>	<p>Establish a reformulated standing Education Committee to carry out an educational needs assessment and inventory of member resources to meet those needs. :: Develop goals, guidelines and priorities for Christian Education programs. :: Encourage and provide resources for at home spiritual practices.</p>
<p><b>Social Ministry:</b> Strengthen and support ministries of advocacy and service in our community and the world.</p>	<p>Establish a reformulated standing Social Ministry Committee to coordinate and support on-going social ministries at St. James. :: Assess unmet needs in our community that may be addressed by our social ministries. :: Explore how social ministries may be strengthened through joint programs with other downtown churches. :: Provide opportunities for all age levels to engage in service to others.</p>
<p><b>Outreach:</b> Communicate our identity to the community, strengthen our connections with PSU, seek ways to collaborate with neighbor churches in joint ministries, and provide hospitality to all who engage with St James and its members.</p>	<p>Establish a standing Outreach Committee to develop a plan for internal and external communications. :: Develop and carry out a plan in support of St. James's commitment to inclusiveness, fellowship, and hospitality. :: Establish a St. James presence on the PSU campus. :: Seek opportunities for expanded collaboration with neighbor churches.</p>
<p><b>Reconciling in Christ:</b> Lift up the identity of St. James as a Reconciling in Christ congregation embracing inclusiveness and welcoming of all.</p>	<p>Assign responsibility for this initiative to the Social Ministries Committee. They will review our internal and external communications to ensure the use of hospitable vocabularies.:: Organize support and participation in local LGBT-friendly events and events related to the Reconciling in Christ organization.</p>
<p><b>Caring for Creation:</b> Develop Care for Creation as an integral part of the programs and activities of St. James.</p>	<p>The Caring for Creation committee will carry out this initiative by organizing itself to act as a resource and coordinating body. :: Develop strategies for supporting standing committees and members in their homes. :: Serve as a clearinghouse for resources and opportunities related to care for creation.</p>

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