



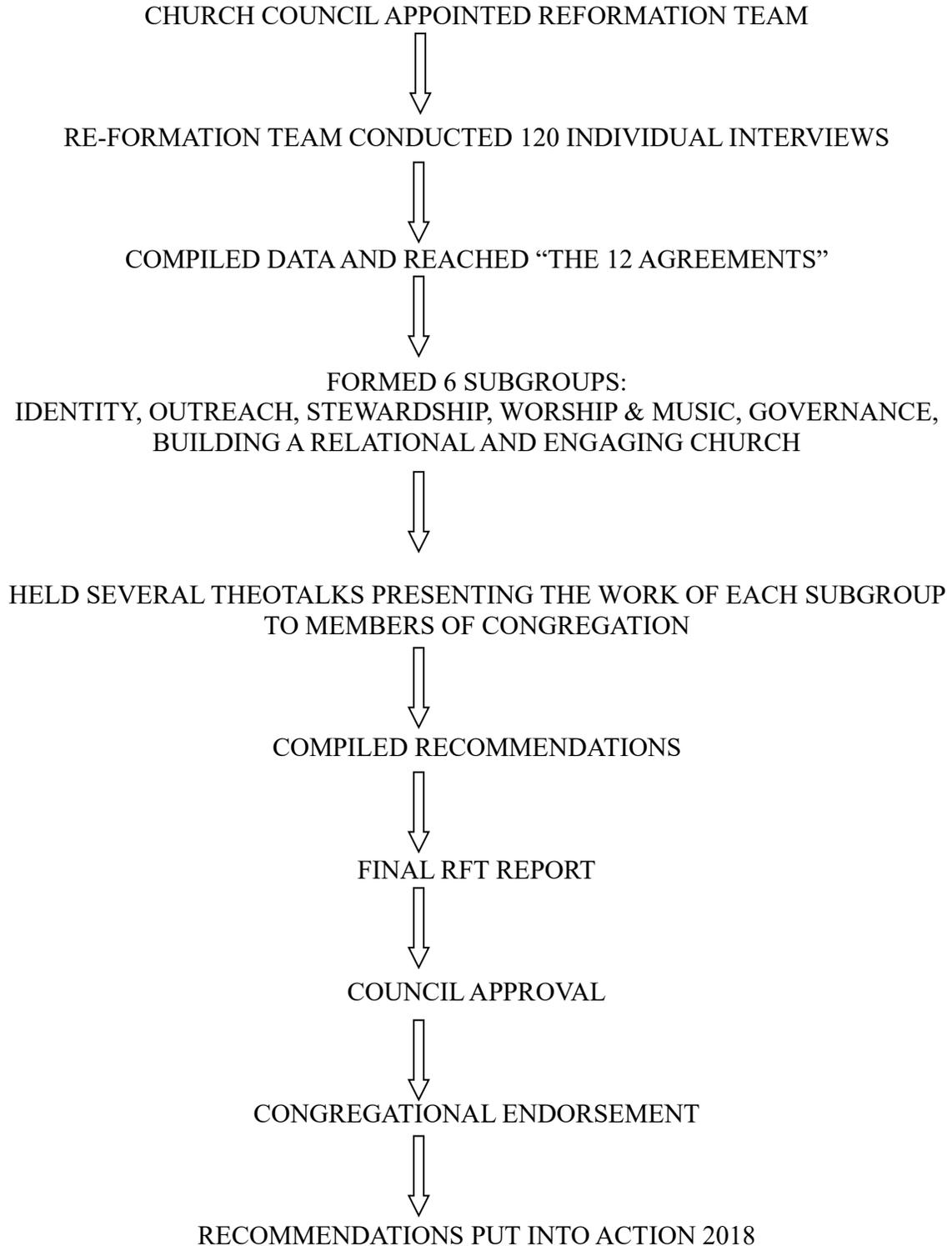
Lord of the Mountains Re-Formation Team Report

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OUR RE-FORMATION PROCESS 2017



RE-FORMATION TEAM GOALS

This period of renewal and redevelopment for the Lord of the Mountains congregation has been designed to discover and generate the capacity to thrive anew for the purpose of God's mission of a transformed world. Through prayer, listening, and learning, our task has been to:

- Develop a clear sense of identity as God's people.
- Deepen our relationship with God and with each other, with the community, the wider church and the world.

AGREEMENTS

Through individual interviews and other opportunities to receive feedback from the congregation, we determined that the following are areas of strong agreement and reflect what the congregation values most about Lord of the Mountains:

- Our Welcome and Mission Statements
- Our inclusive and welcoming spirit
- The desire to remain an ELCA church
- An anchoring theology
- Worship as a centering experience; music as an enhancement of worship
- Intellectually and spiritually challenging sermons
- Growth and stability
- Stewardship, which utilizes the gifts of time and talent of the members, provides financial stability, and cares for our building.
- An engaging and relational church which provides opportunities for fellowship and service for all ages
- Outreach, particularly with hands-on involvement
- A Pastor who is a good match for our congregation
- Opportunities for adult learning about theology and social justice
- A strong program of faith formation for all ages

SUBGROUPS

Areas that required additional work for the Re-Formation Team were grouped into the following:

- Our Identity
- Our Organizational Structure & Model of Governance
- Worship & Music
- Faith Formation & Fellowship (Building a Relational and Engaging Church)
- Outreach
- Stewardship & Financial Stability

Those reports are found on the following pages.

OUR IDENTITY

This process included conversations about how our theology developed at LOTM. During Theo Talks, we gained a better understanding of the theology of the ELCA. The 500th Anniversary of the Reformation provided an opportunity to delve into the roots of the Lutheran church.

In focusing on our own identity, we centered around answering the following questions for Lord of the Mountains: “What is God calling us to do?”, “Who are we?”, “What are our guidelines for our behavior and ministries?”, AND “How do we fulfill our mission?”

The results are as follows:

- Creating a **Vision** that answers “What is God calling us to do?”
- Affirming with minor tweaks our **Welcome Statement** that answers “Who are we?”
- Affirming with minor tweaks our **Mission Statement** that answers “What are our guidelines for our behaviors and ministries?”
- Creating a **Theology Statement** that answers “How do we fulfill our mission?”

VISION

Lord of the Mountains Lutheran Church is an open and affirming community fulfilling God's vision of a world where peace, love, and justice becomes a reality for all.

WELCOME STATEMENT

Welcome to Lord of the Mountains Lutheran Church.

We rejoice that diversity in God’s creation enriches, nurtures and challenges our life and ministry as followers of Jesus and servants in the world.

Because we believe with Jesus that God’s grace is truly amazing,
we are committed to welcoming all people to this place...
no matter where you come from, no matter what age, race,
socio-economic status, no matter what gender identity or sexual orientation,
no matter what your faith tradition or theological beliefs.

Grace is for everyone or it isn’t grace.

It’s that simple.

It’s that amazing.

We really do welcome all!

MISSION STATEMENT

In the spirit of the Reformation, Lord of the Mountains Lutheran Church continually seeks meaningful ways of expressing our commitment to the life and teachings of Jesus.

We do this by...

- Welcoming all people to full participation in our community of faith
- Recognizing there are many ways to God
- Striving to be compassionate to all of creation
- Aspiring to live what we believe
- Respecting diversity of thought and opinion
- Working for peace and justice for all people
- Committing ourselves to serving others

THEOLOGY STATEMENT

Inclusiveness: We believe with Jesus that God's grace is truly amazing. God's love is free and without condition, unearned and unmerited. Therefore, we are committed to welcoming all people.

Intellectual Integrity: We take the Bible seriously, though not literally. We ask questions about the scriptures understanding that none of us possesses the whole truth. We believe there is more grace to be found in the search for understanding than in dogmatic certainty; more value in questioning than absolutes. We also recognize the value of a variety of perspectives from both religion and science.

Spiritual Vitality: We continually seek meaningful ways of expressing our commitment to the life and teachings of Jesus because Jesus is the face of God's love in our life and in the world. Following the path and teachings of Jesus can lead to an awareness and experience of the sacred and the oneness of all life.

Social Justice: With the knowledge that God cares for justice for all, we strive for peace and justice among all people through both our institutional life and spiritual lives. We enter the public sphere where we advocate for the poor, the hungry, and people suffering from injustice. We aspire to serve our neighbor in love both locally and globally.

Faith Formation: We value faith formation for all ages through continued education and conversations as we grow spiritually. It is our responsibility to pass on this expansive and evolving faith to all as well as to future generations.

Caring for the Earth: We understand the urgency to care for God's beautiful creation and attempt to live in ways that are compassionate and honor our planet.

Belonging to the ELCA: We are committed to the Evangelical Lutheran Church in America and the Rocky Mountain Synod. Central to our spiritual life are:

Sacrament of Baptism

Baptism is a visible sign that reminds us of our identity as beloved children of God, in Christ Jesus, our Lord.

Sacrament of Communion

Weekly we gather, receive communion at the same table where all are equal before God, and are sent back out to the world to live God's mission.

The Cross

The death of Jesus on the cross is a visible sign that God is always present in the margins of our lives, identifying with our suffering and pain.

Our Ministry

We are called to express gratitude for God's gift of life and love by serving others and caring for Lord of the Mountains Lutheran Church through our financial gifts, our time, and our talents.

COLLABORATIVE PHILOSOPHY OF GOVERNANCE

We recommend a collaborative philosophy of church leadership and governance that empowers its members to be leaders and share their gift and talents with the congregation. The Pastor and the Church Council form the nucleus and create a web of engaging and relational work among congregants; sharing their gifts and developing ownership of LOTM. We also recommend the Church Council and Pastor discuss expectations for each other and clarify roles as they collaboratively govern the church.

This governance philosophy will enable us to be a healthy congregation. A healthy congregation discovers each member's gift. Everybody has a place and is welcome and safe to be oneself. Everybody practices listening and acceptance.

This gift-based ministry enables us to be a healthier congregation. A healthy congregation is one that empowers people to take an active role and be collaborative with the Pastor and at times independent of the Pastor. In the past, LOTM functioned in a pyramid model of governance with the Pastor at the top directing church activities. This philosophy of leadership has not always been effective for LOTM. Although it worked for a while, when the Pastor left, the congregation almost fell apart.

DESIRED QUALITIES OF A PASTOR IN A COLLABORATIVE MODEL

- Speaks from the heart, with warmth and caring, and able to connect us and our lives to the life and teachings of Jesus
- Provides sermons that are both spiritual and intellectual; a blending of head and heart
- Gift for pastoral care
- Relates well to children and youth
- Utilizes a collaborative style; empowering and inspiring church members to take leadership roles
- Becomes engaged in not only the LOTM community, but also the Summit County community

ORGANIZATIONAL CHART

We recommend the attached Organizational Plan be implemented.

POLICIES & PROCEDURES

Policies and procedures are needed for stability and consistency and currently are minimal at LOTM. However, the mere writing of these policies and procedures is only the first step. The challenge will be to inform church leaders and staff of their existence and then to make them living documents.

- Establish a policy & procedure handbook, both hardcopy and electronic format
- Develop procedures for volunteers, outreach activities, and committees
- Formulate policies for building usage

WORSHIP AND MUSIC

A wide diversity of opinions with regard to worship and the music that enhances our worship exists in our congregation.

- Establish a permanent Worship and Music Committee that includes relevant staff, a representative from Council, and lay members with some knowledge of music as well as at least one member with a young family. This committee will meet monthly and be responsible for the following:
 - a) Planning music and liturgy for Sunday services
 - b) Determining the need for alternative worship services and planning them, paying attention to the needs of those who work and of visitors
 - c) Streamlining length of services
 - d) Determining the mode of visitor welcome
- Provide blended worship services, to include both traditional and newer expressions of liturgy and music, so that all who attend will find some elements that meet their worship needs. Blended worship will include flexibility in the use of the lectionary and readings.
- Continue the Family Service and provide opportunities for including children and families in all worship services
- Search for an accompanist/ organist, when the budget permits
- Encourage a reflective atmosphere in sanctuary during prelude and during communion
- Include self-examination or confession and assurance of forgiveness as a part of the gathering for worship
- Develop guidelines for the Words of Institution used during communion
- Continue to structure the worship service around the four elements: the Gathering, the Word, the Meal, and the Sending.
- Provide training for volunteers whose work contributes to worship

Sermons

- Intellectually and spiritually challenging
- Relevant to the world we live in
- Focus on the teachings of Jesus
- Provide a context for the scripture readings
- Provide spiritual guidance
- Record and post only the sermon on the website. The service as a whole will continue to be streamed

BUILDING A RELATIONAL AND ENGAGING CHURCH

Growth will come as we build a relational and engaging church by doing the following:

- Planning for each of the various groups who attend: young families, retirees, young adults, children, youth, single people, couples, seasonal visitors
- Nurturing and supporting those who currently attend through education, social fellowship, and volunteer activities
- Developing ownership of the church by encouraging the members to see themselves as leaders of the church and responsible for its success, regardless of the identity of the Pastor

In the spirit of building a relational and engaging church both Faith Formation and Fellowship are central elements.

FAITH FORMATION

Faith formation is a personal life-long journey for all ages and shaped by worship as well as education opportunities.

- Continue Theo Talk and refer to list generated for possible topics
- Find "champions" for the adult education committee
- Use Theo Talk as a format to talk about controversial social justice issues
- Begin an adult evening book group (Natalie Boyer, champion)
- Bring an outside spiritual speaker in the summer and winter
- Explore other educational opportunities such as the Crucial Conversation series scheduled for March for twice a year
- Develop by July, 2018, a long-range plan for Sunday School
- Support confirmation program as it grows

FELLOWSHIP ACTIVITIES

In addition to the RFT interview responses, the Building a Relational & Engaging Church (BREC) created a 2017 LOTM Interest Survey offered in both paper and online format in November, 2017. The subgroup also conducted two Theo Talk discussions to further identify not only desired activities, but also "champions" who would be willing to provide leadership for these activities.

- Identify the "champions" and start the following social fellowships:
 - a) Saturday Men's Group
 - b) Small Dinner Group and/or Brunch Group
 - c) Movie Night (Karen Johns, Champion)
 - d) Happy Hour Time (Catheryne Carlson, Champion)
- Continue the following social fellowships until lack of interest or a "champion" disappears for the activity:
 - a) Son Seekers
 - b) Ladies' Lunch Bunch
 - c) Yak & Yarn
- Follow-up by BREC subgroup with members who agreed to be a part of conversations regarding their interests
- Consult with Cindy Massaro about feedback from families with kids about fellowship needs

- Conduct another interest survey in 2 years
- Designate a Fellowship Chair to oversee and assist with fellowship activities

OUTREACH

The ELCA document entitled *The Church in Society: A Lutheran Perspective* states that "The gospel does not take the Church out of the world, but instead calls it to affirm and to enter more deeply into the world." Jesus' ministry was a public ministry in which he repeatedly addressed difficult issues among crowds, with religious authorities, at dinner parties or in the Temple in Jerusalem. Jesus sought change in unjust social systems. Seeking justice is one of the most difficult things a congregation can do. At LOTM, we must learn to talk about challenging social justice topics, distinguishing social justice from politics.

The definition of Outreach has expanded to encompass our own church community (internal outreach) as well as the wider world (external outreach) and also to address social justice (church in society).

- Establish a new Outreach Committee that will oversee all Outreach activities at LOTM
- Evaluate all current and proposed Outreach activities being supported by LOTM, utilizing the following template
 - a) Write a Mission Statement
 - b) Look at the Following:
 - i. How does the committee support the mission of LOTM?
 - ii. Does the committee involve multiple church members and encourage team building?
 - iii. How does the committee publicize itself to attract new church members and/or retain existing church members?
 - iv. What is the target audience the committee is attempting to reach?
 - v. Does the committee rely exclusively on the efforts of a sponsor?
 - vi. Is the committee self-sustaining?
 - vii. If the committee is part of the LOTM budget, can LOTM afford it?
 - viii. Does the group provide hands-on opportunities?
 - ix. Are there tangible results which can be measured?
 - x. How does the committee continue to evolve and encourage new leadership?
 - c) Establish accountability through both an annual and a financial report.
- Determine preferred funding mechanism for each Outreach activity and coordinate with the church finance committee; reviewing with them all accounting practices related to Outreach activities
- Designate an Outreach Sunday when Outreach representatives speak about the various activities and volunteer needs
- Develop plans for adult education about the theological support for Outreach activities related to social justice issues
- Identify two local hands-on Outreach projects; one for fall/winter and one for summer

“CULTURE OF OWNERSHIP” (STEWARDSHIP)

All of us, as stewards, are charged to manage the gifts that LOTM has been given and take Ownership for these gifts. The blessings that we have at LOTM are much greater than mere dollars, although money gifts are necessary. LOTM is also blessed by a beautiful facility, talents and ideas of new and existing members, free will gifts, donations of time, and many other gifts too numerous to list.

We propose creating a new committee to function year-round called the “Culture of Ownership” which would include the following responsibilities:

- Develop and implement a strategy to recruit new members and promote a welcoming and engaging atmosphere at LOTM
- Promote and recruit the sharing of the many gifts LOTM has been given
- Absorb, under this umbrella, current committees of membership, welcome bags, former “stewardship” committee, publicity, sound system/streaming, website
 - a) Improve church website
 - b) Make sure we have accurate contact information for all members
 - c) Expand our use of communication media, such as email, website, and Facebook
 - d) Develop a marketing plan for LOTM activities
- Engage both seasonal and full-time church members through research, recruitment, remembering and reminding, the giving (pledge) campaign, connecting with visitors, and marketing
- Designate a Commitment Sunday (time and talent commitment by members) to begin sharing the Ownership philosophy of Stewardship

FINANCIAL STABILITY

- Educate the congregation on the cost of current operations and through quarterly updates in church communications and Theo Talks
- Raise \$350,000 in financial support (pledges) to maintain our current operations and program budget. If not achieved, the Church Council will need to make critical decisions in the areas of staffing and programs. The last three years LOTM has cut every expense it can without affecting our current programs.
- Establish an Endowment Fund to support the programs and budget of our church
- Establish an Emergency Reserve Fund as a separate line item in the annual Building expense budget with a goal of \$50,000 to be built over the next 6 years (\$8,5000/yr) (See Attachment A)
- Continue funding the Building Reserve Fund with excess revenue available at year end to cover major facilities expenditures
- Plan for \$45,000 for annual building expenses (See Attachment A)
- Re-commit to contributing our fair share to the Rocky Mountain Synod
- Evaluate condition of organ and make recommendations for any needed maintenance

ATTACHMENT A

RFT REPORT FOR FACILITIES SUBGROUP

(Revised GBO 9-26-17)

Define the Issue(s): Over the years our LOTM church property has grown from a place of worship and activity for more than just Sunday worship and church related activities for our members. It has become a community center for LOTM's outreach activities and a meeting facility for a number of other religious groups and non-profits in our Community. From the RFT interview responses it is apparent that our church members support this kind of usage and want our facility to continue to be utilized in that fashion. In addition LOTM wants to maintain a high quality facility that is functional, welcoming and secure. To continue to utilize our facilities in this manner does have financial implications for our congregation; therefore, we have tried to answer the following questions:

1. How much should the Church Council insure is budgeted annually to maintain our current facilities well into the future?

- **The average ongoing maintenance and repair costs for the last 5 years were approximately \$34,000. For 2017 we expect to spend about \$33,200. This annual cost does not include setting aside reserves for future major expenditures. During the last four years we have reduced our "Building Reserves" from nearly \$40,000 down to \$15,000 by the end of 2016. In order to handle a major repair/replacement of our heating boilers, LOTM needs to set aside an additional \$10,000/year. An annual budget of \$45,000 should be enough to cover LOTM's annual maintenance costs and rebuild our needed facility reserves over a 5-6 year period.**
- **Please note: There is a high degree of variability in Annual Building costs due to fluctuating electricity and natural gas costs, heating system surprises, and general inflationary costs**
- **associated with scheduled maintenance (i.e. trash removal, annual fire system inspection, etc.). Heating system repair and maintenance costs alone have varied from approximately \$2000 to over \$6000 in a given year in the last 5 years as parts wear out and normal maintenance takes place (to flush and fill the system can cost well over \$3000). A recent proposal to seal and repaint just the East parking lot is over \$3,700. Keep in mind the 5 year average costs for Gas and Electric, Water and Sewer and Snow removal alone consumes over \$20,000 annually.**

2. What major "Capital Expenditures" including, furniture and fixtures, should our

church is financially prepared to spend to maintain the quality and safety of our current church facility and in what time-frame?

- I (Greg O’Neill) don’t have a good feel for cosmetics such as carpet or furniture or fixtures needed. My primary concerns are the skylights, roof (both flat and sloped), windows, heating system, exterior siding, and parking lot. If we maintain these items, we should have a stable building for years to come.
 - The skylights are stable. No leaks, no issues that I am aware of. I had a lengthy discussion with Blair Miller, who is a long time member of LOTM and the general contractor on the Sanctuary addition in 1990, and he describes the fiberglass panels as very stout “building components”, with a great deal of strength and built to last many years. He feels we should make no attempt at any sort of maintenance unless or until we have a problem. At Blair’s suggestion, I will try to find the manufacturer of the windows and find out if they have any recommendations, and also to have an established contact if we ever do have a problem. Important note: nothing lasts forever. If replacement of the skylights was ever necessary, I would guess costs could exceed \$100,000. Not sure how to budget for that, or would we simply plan to borrow the money? Maybe partial rebuild of exterior components is an option should failure occur. I will keep exploring this issue.
 - The roof is stable. The flat roof portion was replaced in 2013 at a cost of \$24,000, and should last 15-20 years. The sloped, asphalt shingle roof portion is in the process of having new 40-yr shingles installed over the old shingles and should be completed in 2018.
 - Windows. I’m not happy with many of our windows. I would say a third or more of our regularly used hinged windows (think sanctuary and office area), have issues. That said, I talked with Keith Hiller and Keith was able to do a nice job repairing one of our most mangled windows in the Pastors office. So Keith and I will plan to attempt more repairs on some of the sanctuary windows this fall. In discussions with Anderson windows, they do not make an aluminum clad window (they use composite), so their windows would not match our existing windows on the outside. Worse case scenario is to have Keith do selective window replacement if we cannot repair. Costs unknown at this point.
 - Heating System. While the boilers seem to be in good shape, our heating system is our biggest building maintenance concern. The problems to date have been with the ancillary equipment. The most recent issue was the failure of one of the two pumps that circulate the hot water. Both pumps are 10 years old and have served us well and need replacement. In the past two years we have replaced the system pressure reducing valve, 3 out of 4 pressure relief valves, the expansion tank, and repaired miscellaneous pipe gaskets that have leaked.
 - I do NOT recommend boiler replacement at this time as the savings in efficiency gained and reduced maintenance cost would never come close to the very large expense of the purchase and installation of new boilers that have a life expectancy of 15-18 yrs. This July, 2017, we requested and received a new boiler price estimate from Alpine Home Solutions of Dillon; their new estimate for replacing all 4 boilers was \$49,100. For comparison, their previous estimate in 2012 was for \$44,500. See Question number 3 below for a further discussion on boiler replacement.
 - Exterior siding. I believe our exterior siding is in reasonably good shape, but must have regular maintenance to remain stable. I believe Joe Fassel re-stained the entire building in

2014, and don't think the entire building is in need of re-staining, but I think certain areas, mostly south or west facing, or areas subject to splash back from water dripping from roof, could use refreshing. I'd recommend refreshing just the problem areas in 2018 and perhaps the entire building in 2020. I defer to Joe on this.

- Parking Lots. I don't know asphalt, but I trust the guys at A-Peak asphalt, and they recommend both regular crack repair and seal coat. They cut us a great deal on our last crack repair 2 years ago, and I really doubt they made any profit. Bruce Yankee at A-Peak submitted an estimate of \$3,711 for crack repair and seal coat application just for the east parking lot in July, 2017. Based on this estimate, we should plan on spending approximately \$8,000 for both lots in the next few years. Blair Miller also weighed in during our discussion and says the seal coat helps preserve the asphalt and saves money in the long run. So, **I would recommend we budget \$3,800 for crack repair and seal coat of the upper parking lot sometime in 2018 or 2019, and \$4,000 for crack repair and seal coat of the lower parking lot in 2020. Most of the cost for this near term parking lot maintenance would have to come from the Building Reserve Fund.**

3. What minimum size of Reserve Fund should our Church have on its balance sheet to meet emergency situations, upgrades and routine repairs and replacement for our facilities?

- We need to have the financial ability to address a high cost emergency, and the most expensive emergency I can think of (other than a fire or flood which should be covered by insurance) is the failure of a boiler. There are 4 boilers. In the event of a complete boiler failure, which most likely would be a leak of an internal component, we can isolate the problem boiler and actually operate just fine on 3 boilers for a short period of time (perhaps up to 5 months), even in mid-winter. But the boilers are "paired" and **replacing just one boiler is not an option.** We would have to, at a minimum, replace both the defective boiler and the one it is paired with. In my talks with Alpine Home Solutions, we cannot mix high efficiency boilers with the less efficient cast iron boilers, so if we were to only replace two boilers, it would have to be with new **cast iron** boilers, which probably would not be cost effective and may not be allowed by building code. So, in the event of a boiler failure, we should consider replacing all 4 boilers at approximately \$50,000. Note: everyone who has looked at or worked on the boilers has said they appear to be in good working condition, and should last for some years to come.
 - In regards to a Reserve Fund, I don't like comingling emergency dollars with discretionary annual maintenance and repair dollars, such as upgrades and routine maintenance/repairs. **So I'm recommending we have at least two separate funds under this category. First, an Emergency Reserve fund that would be built up to \$50,000 set aside strictly for high cost emergencies. Second, the continuation of the Building Reserve fund,** which would be used to supplement important replacement/maintenance costs, such as parking lot maintenance, staining and painting, window replacement, carpet replacement, etc. We should set aside at least \$3,000 annually to build adequate Building Reserves to cover the cost of properly maintaining our facilities in good working order.

General Recommendations for addressing the above issue(s):

- **The Finance Committee should recommend to the Church Council the establishment of an Emergency Reserve Fund with a goal of \$50,000 to be built over the next 6 years (\$8,500/yr.) to be funded by a separate line item in the annual Building Expense budget.**
- **The Council should continue its present policy of funding the Building Reserves with excess revenue available at year end to supplement these funds. Without such a fund. LOTM would need to rely on a special fund drive should a “major” expenditure be required.**
- **Plan for an Annual Building Expense budget of \$45,000, with the following line items:**
 - **\$33,500 annually for ongoing maintenance and repair needs**
 - **\$8,500/yr to the Emergency Reserve Fund**
 - **\$1,500/yr for parking lot maintenance**
 - **\$1,000/yr for exterior painting/staining**
 - **\$500/yr for window repair/replacement**

Action Plan for implementation and follow-up:

- We need to make funding for our valuable facilities and maintaining them a higher priority in our Stewardship and annual budgeting processes. That must start with an agreement by the Finance Committee and Church Council that funding an Emergency Fund and a Building Reserve Fund are priorities for LOTM. Due to financial challenges the last four years, that has not happened. While we have done a good job in previous years keeping up with most church maintenance, we currently don't have a plan in place to address paying for upcoming high cost maintenance items, such as parking lot seal coat, exterior staining, window replacement, and eventual boiler replacement. That plan needs to be put in place for the future of LOTM.

Subgroup Membership: The work of evaluating our building, getting estimates of cost and making recommendations was all the work of Greg O'Neill who likely understands our facilities better than any member of our Congregation. Doug Sims added his experience on the Finance Committee and how the recommendations might be implemented as part of the annual budget process.