

# Messiah North County 2020

*In my role as mission developer this year, I was tasked with a couple points of emphasis:*

- 1) For me, this opportunity would serve as a learning or “field experience” towards my call as an Associate in Ministry in the Evangelical Lutheran Church in America. Through this experience, I would be able to work, learn, and experiment with some of my seminary education and other pieces which I have written and studied about, but have not yet experienced as much on the ground.*
- 2) For Messiah Lutheran Church, I would be providing a focused effort on the Messiah North County Campus - getting a sense of the faith community, the larger context, work that has been done regarding a North County site of ministry, as well as helping discern what the next chapter(s) of Messiah North County might look like, and where God might be leading.*
- 3) As an outcome of this year, there would be some written plan of action that would ideally cover the next 1-3 years after my departure from this role. The document that follows is a rough draft of that plan. (Some expressed a goal of shovels in the ground by the time of my departure in August. Unfortunately, I don't think that's going to happen, but hopefully this is the next best thing.)*

While serving as mission developer, I was entrusted with the opportunity and call to be part of the community, to discern God's calling, and to help accompany and vision alongside the larger community and leaders where God may be leading. This work has created the foundation for what I believe will be the next three years. I hope that this document serves as a guiding plan that is useful with my best knowledge, with accurate forecasting, predictions, and insights with my best knowledge as of this point in time. All of the material in what follows is subject to change, but this is my best knowledge and thinking as of May 9, 2016.

## **What Has Been Done**

In October 2015, a Core Visioning Team was formed of leaders and members of Messiah North County. This team's tasks included: review the work, research, and original vision behind Messiah North County and then compare with current data, needs, and realities; discern immediate community needs; discern possibilities for Messiah North County, and highlight points of action and focus, as well as general area to focus in geographically; and once the vision has been reviewed, affirmed, and/or adjusted craft the vision for action moving forward and then move onto the next phase. This Team met and did good work between October 2015 and March 2016. Much of the data from census and growth sources was confirmed and expanded upon.

In conversations with civic leaders, it was determined that the ideal location for a “new” church and or preschool would likely be in Ridgefield at:

- If building a stand-alone preschool, somewhere off of the south side of Pioneer Street between the two roundabouts which are west of I-5.
- If building a stand-alone church, likely somewhere off of North 65<sup>th</sup> Avenue, just east of I-5, and just north of the site for the new Clark College campus.
- Either site or area could work well for a combined church-preschool structure, because of close proximity to I-5.

## *The Vision of Messiah North County*

As originally stated in the early 2000's, “The pastors and leaders of Messiah have discerned God's call to multiply this congregation to grow the Kingdom by developing a second site. The community to be served will benefit from the presence of a Lutheran congregation and the Word and Sacrament emphasis that it would bring.

Messiah is actively learning how to do a second site start-up, primed to succeed in this venture, and wants to grow- with all of the administrative efficiencies; all the benefits of injecting the healthy D.N.A. of Messiah into a

new community of believers; and all the important resources Messiah has to offer including its fast-growing and ELEA certified preschool.”<sup>1</sup>

In analyzing this vision, the following goals and objectives were articulated in the early spring of 2016:

- Grow the worshipping community of Messiah North County, and with the Holy Spirit’s leading double in size this year.
- Though there are currently few young families worshipping regularly at North County, creating a worshipping body that is open, inclusive, and inviting of young families is critical.
- Discern about Messiah’s ability to sponsor or partner with another group to offer a preschool in Ridgefield.

With these outcomes and goals articulated, the vision team finished its work, and now it is time for the next step of reorganizing as smaller action teams around these objectives and how to realize them.

### **What is Happening Now?**

Action Teams are currently being formed around the key areas noted by the Vision Team. These action teams will focus on: the question of a preschool; the creation of a finance and business plan to make it happen; the question of real estate and property available and needed; the potential for partnerships with other groups and organizations; and for invitation, faith formation and community engagement. These action teams will have 5-7 people each, featuring a mix of people from the two campuses, members, and staff. The action teams will meet for no more than 60-90 days. These teams will report their findings to the Church Leadership Team, and disband as organized by the end of September.

The **objectives and outcomes** of the Action Teams are as follows:

- The Preschool Action Team will provide research and written details of what an ideal preschool in Ridgefield (North County) would look like. This team will offer guiding perspectives on what kind of size, space, staff, organizational structure, etc. that would be needed.
- The Real Estate/Property Action Team will review land and real estate costs and availability in the Ridgefield focus area. They will submit their findings to the CLT and the Finance/Business Plan Action Team.
- The Finance/Business Plan Action Team will compile scenarios for costs, and funding for Messiah North County that will guide the next 6 months-3 year period. Once the Preschool, Real Estate/Property, and Partnership Action Teams have shared their findings, the Finance/Business Plan Action Team will select the scenario most appropriate, and finalize projected costs as well as identify potential funding streams. This scenario and an overview of the costs and income structures will be provided to the Church Leadership Team. If a capital campaign is deemed appropriate, an additional outcome would be to form a capital campaign steering committee.
- The Partnership Action Team will explore potential partnerships to share space at a new location in Ridgefield (North County) in addition to a potential preschool. (Examples might be an office for Lutheran Community Services Northwest.) Findings regarding potential partners will be shared with the Finance/Business Plan Action Team as well as the Church Leadership Team.
- The Invitation/Faith Formation/Community Engagement Action Team will discern monthly ways for Messiah to be in the larger North County community, and create a 1-year calendar for the 2016-2017 year, and then begin to put into practice with key people and leaders. One immediate outcome will be a

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<sup>1</sup> When the vision statement was created, the preschool was ELEA certified. This will no longer be the case for the time being going forward, as it was deemed unnecessary.

decision of whether to participate in the 4<sup>th</sup> of July parade or not. (Registration for this is due by June 27.)

Related to the work of these Action Teams, certain pieces of their work may have an impact on worship, faith formation, and or marketing and communication. Particularly, the work of these teams should be lifted up in prayer weekly in worship. Members of these teams should be publicly acknowledged and thanked for their service in worship.

The Vision Team had thought about what it might look like to invite members of Messiah North County, to put together short “Why NCC” or “telling your story” opportunities for members in worship to share in three minutes or less, why they are part of Messiah North County. Since being able to answer this question is an important part of faith, fellowship, and invitation, this would be a great practice to build into worship during the summer months at NCC.

### ***Preschool Action Team***

This team will be tasked with focusing on the concept of a preschool in Ridgefield. Since having a second site was envisioned, a preschool has been included as a possibility but up to this point has not been pursued further than being named as a possibility. Now is the time to move on this question and determine once and for all, what it would take to make this happen and if it should be pursued. In determining this, the action team will be focusing on the following questions and interviewing the following key stakeholders:

#### *May 2016*

1. Why has Messiah been so successful with having a preschool?
2. How does the Messiah Preschool continue to be so successful and grow?
3. Interview current preschool employees and families and ask: what works with the current physical set-up of the preschool? What works well with the current organizational structure of the preschool? What, if anything, would you change related to the physical set-up or organizational structure of the preschool? Why? (by end of May)
4. Interview Messiah Preschool families who live in Ridgefield and ask: Would you move your children from preschool in Hazel Dell, and enroll your children in preschool in Ridgefield, if it was offered there? Would you “evangelize” or share about this preschool with other friends and young families in your neighborhood? What, if any impact, would a potentially shorter drive or different environment for preschool mean to you, your family, and participation in preschool? (by end of June)
5. Who are some people that have been part of past preschools in Ridgefield? (Identifying interview subjects from other preschool start-ups in recent past.)
6. Invite past preschool interview subjects into conversations (to be held by end of June).

#### *June 2016*

1. In interviewing larger community stakeholders in Ridgefield, and especially folded preschool leaders or participants, ask about what their experience with that folded preschool was like. Ask: what worked? What did not work? Ultimately why did the \_\_\_\_\_ preschool fold? What do you wish you knew before you started that you learned during or after the preschool’s existence or folding?
2. These questions are meant to identify some of the learning and wisdom from past attempted preschools in Ridgefield, and to avoid any missteps, as well as to verify if Ridgefield still seems like a good market or not for a preschool (despite what demographic data suggests).

*July 2016*

1. The Action Team must answer what would it take to form or start a preschool in North County?
2. What kind of staff, students, and physical space would be needed or ideal?
3. Based on organizational structure, would it be best to effectively create a multi-site preschool (Hazel Dell and North County combined), or two separate preschools?
4. How could a North County preschool space be utilized for mid-week congregational programming and Sunday worship?
5. By the end of July 2016, provide the Church Leadership Team and the Finance/Business Plan Action Team with written details of what an ideal preschool in Ridgefield/North County would look like. What would be an ideal space design, property and building needs, etc.? Once the details have been provided, the team will disband or reorganize based on outcomes, needs, and objectives.

***The Real Estate/Property Action Team***

This team will be tasked with reviewing average land and real estate costs currently, as well as land and property availability in the Ridgefield focus area. This team will submit their findings to the CLT and the Finance/Business Plan Action Team. Upon the completion of their work, this team could merge into the Finance/Business Action Team, or be disbanded or reorganized as needed based on the direction of the CLT.

*May 2016*

- Determine, invite, and finalize membership of the Real Estate/Property Action Team
- Determine any needed questions and information that this team should focus on in addition to their overall objectives stated above.

*June – July 2016*

- The team will review land and real estate costs and availability in the Ridgefield focus area.
- Particular focus and research will be given to properties of 5-10 acres within the ideal area and near I-5.
- Properties less than five acres in size will not generally be considered based on synod and churchwide guidelines for church building projects requiring a minimum of five acres of available property.

*July 2016*

- By the end of July, provide findings and pertinent research regarding land and real estate to the Finance/Business Plan Action Team as well as to the Church Leadership Team.

*August 2016*

- The Real Estate/Property Action Team disbands, merges with the Finance/Business Plan Action Team, or is reorganized as needed by the Church Leadership Team.

***Finance/Business Plan Action Team***

This team will be tasked with reviewing current finances of Messiah related to North County as well as the preschool, and then with creating a proposed budget and plan for different scenarios.

*May 2016*

- Determine, invite, and finalize membership of the Finance and Business Plan Action Team.

#### *June 2016*

- This team will review the current finances of Messiah related to the North County Campus, as well as the current cost structure of the Preschool, to anticipate costs for a new preschool and site development in North County.

#### *July 2016*

- Once these finances have been reviewed, funding needs will be projected with a few different scenarios in mind. These may include:
  - Cost and Plan for a Combined Preschool and Worship Space in North County (new development)
  - Cost and Plan for a Combined Preschool and Worship Space in North County (using already developed space)
  - Cost and Plan for a new worship/gathering/ministry space without a preschool.
  - Cost and Plan for a new worship/gathering/ministry space in partnership with another non-profit or partner organization.
  - Cost and Plan for a new worship/gathering/ministry space with a preschool, and potentially another partner organization(s).
  - Cost and Plan for no preschool, no new facility for North County. Basically a “status quo” scenario.

#### *August 2016*

- These scenarios will all be explored in June, but based on the preschool team work in June and the Real Estate/Property Team in July, the action team will determine projected start-up costs for a potential preschool. (i.e.- space, structure, staffing, etc.)
- The scenario resembling most closely to the findings and input of the Preschool team, will shape the draft of a plan, which this action team will provide a draft of a projected overview of for 2016-2018 by the end of August.

#### *September 2016*

- The Finance/Business Plan Action Team will receive results from the Partnership Action Team and adjust scenario and plan overview for 2016-2018 with potential costs and budget considerations.
- After the plan has been completed and presented to the Church Leadership Team, this action team will disband or be organized based on CLT needs and direction.

A major part of this team’s work will be to create a budget of expected costs, a timeline for those costs and needs, as well as to project and highlight potential income sources needed, or where further exploration is needed. These will include: cost of real estate, building leases, available grants, capital campaigns, donor events, etc. Larger church entities such as the ELCA Mission Investment Fund, and ELCA Mission Builders should be approached and utilized for this work as well. The Mission Investment Fund will be beneficial in shaping the funding needs of whatever plan is utilized, and Mission Builders would be particularly beneficial if building a new site or structure from the ground up.

By the end of September, after these recommendations and objectives have been fulfilled, this action team will be disbanded or reorganized based on needs, objectives, and decision of the Church Leadership Team.

#### ***The Partnership Action Team***

This action team will explore potential partnerships to share space at a new location in Ridgefield (North County) in addition to a potential preschool. Organizations and groups that could be considered to share potential office

or facility space might include: Lutheran Community Services Northwest, Thrivent, Medical Teams International, clinics, etc. Findings regarding potential partners will be shared with the Finance/Business Plan Action Team as well as the Church Leadership Team.

#### *May 2016*

- Determine questions, needs, and scope of work needed to explore potential of partnerships in Ridgefield.
- Connect questions and needs with the findings and research done by the Vision Team to further connect the mission and why of what Messiah is proposing to do, the needs it may help meet through partnership, etc.

#### *June 2016*

- Determine, invite, and finalize membership of the Partnership Action Team.

#### *July 2016*

- Brainstorm potential partnerships for property and building usage beyond preschool.
- Rank in terms of desirability and preference each potential partnership.
- Research about any potential partnership group, as well as a preferred contact person with those respective groups, organizations, or agencies.
- By the end of the month, initiate contact with at least one contact person per potential partner group, agency, or organization.

#### *August 2016*

- Meet with all potential partnership idea representatives to gauge interest and possibility.
- Record feedback and findings.
- By the end of the month provide findings regarding potential partners to the Finance/Business Plan Action Team as this input will be useful in space/budget proposal direction, as well as to the Church Leadership Team.

#### *September 2016*

- The Partnership Action Team is disbanded or reorganized based on the needs/direction and decision of the CLT.

#### ***Invitation/Faith Formation/Community Engagement Action Team***

This action team will build off of some of the programmatic pieces that the North County Vision Team explored and highlighted as possible next steps for being more present in the larger community of Ridgefield, and working to invite new members of the community, as well as families and people of all ages. This team's work will include:

#### *May 2016*

- This action team determines a better name for itself, and then reviews outcomes from the Vision Team.
- Questions that will be considered include: what is currently being done that could be amplified (i.e.- Compassion Ridgefield, etc.)? What are noted needs that could be addressed by Messiah (i.e.- parenting classes, Love and Logic, etc.)?

### *June 2016*

- Prioritize strategies for equipping all members of NCC (and Messiah) for invitation.
- Discern at least three ways to be in community in North County at large monthly, and create a 1-year calendar with those ways noted. (Including: Compassion Ridgefield, first Saturday of the month events, Fourth of July, etc.)
- 4th of July Parade entry form is due by June 27.

### *July 2016*

- With the creation of the 1-year calendar in June, design an experiment for NCC to be a faith community active in the larger context.
- Identify, invite, and equip key leaders to lead in different areas of community (i.e.- provide hospitality for Love and Logic; leadership for Theology Uncorked; leadership with Compassion Ridgefield, etc.)

### *August 2016*

- Begin implementing the experiment, and tie into the program year, with firm start on Rally Sunday.
- Participate in Compassion Ridgefield on Saturday August 27.
- This team will disband, unless it is deemed appropriate to turn into a longer lasting committee in charge of committee outreach. The most likely scenario though is that key leaders will become point people for particular events, and then report to CLT or congregation as needed through written and verbal announcements.

### **Mission Developer Prediction**

One of my seminary professors used to say, “There’s been more than enough concrete poured in the name of God.” They were getting at all of the buildings with their high costs for maintenance and facilities which at times can stifle and suffocate ministry and ministry support. Messiah North County, as a mission has been built with this in mind. However, because of the lack of a dedicated space, it has also faced the challenges of not having obvious space for mid-week programming and ministry. There are solutions available like having meetings at local coffee shops, youth group at the local community center or park, etc. But these solutions all require a level of mobility which can be possible but may not be ideal. Up to this point because of this North County has served most often as an “entry point” into the congregation from which younger families have transitioned to the Hazel Dell site because of the availability of ministry programming there not currently offered at North County.

Ultimately, I predict that Messiah will build on its strength of a preschool, and capitalize on the demographic needs in Ridgefield and northern Clark County by building or providing preschool in North County. This building, complex, or space which houses the preschool will host the preschool during the working hours of the week, but will also provide space for meetings, and mid-week ministry on weekday evenings, as well as space for worship and other ministry and fellowship gatherings on the weekends.

Depending on the size of land, and needs discovered regarding funding, it may be beneficial and possible to partner with another social ministry organization or nonprofit to share resources and create a space, building, or complex together. Ultimately, however, I believe that this is going to have to be a Messiah Lutheran led building and not some other group where Messiah just functions as a tenant. Because of this, I foresee Messiah no longer worshipping at the Tri-Mountain Golf Course, and relocating to the new preschool location.

Though Messiah could take on a lease in the short-term and rent a space for preschool, programming, and worship, I don’t see that as a long term solution. (Especially given North County’s experience at the Heron Gate building, and currently at Tri-Mountain Golf Course) However, to purchase real estate, an existing structure and

land, or build from scratch is going to take a major investment. Some of this may come through grants and potential partnerships with the preschool and potentially another organization who is looking for space in northern Clark County. I suspect, however, that the majority of the cost will be Messiah and the ELCA's to meet.

I predict that there will likely need to be a capital campaign. Perhaps it could be called, "Messiah 2020" recognizing the longer term nature of this investment. If this were to be pursued my recommendation would be to focus the campaign on three areas:

- The capital needed to purchase land, and/or build or repurpose space for the North County Site (greatest percentage)
- The capital needed to cover building related projects, and any 'deferred maintenance' and facilities needs for the Hazel Dell Site
- Recognizing the importance of investment and tithing, I would recommend that this portion be focused on some combination of the other initiatives of Messiah of being a teaching congregation as well as the Every Child having what they need to learn in partnership with "Seeds of Faith." One possibility would be to create an endowment that can be used to fund college interns, pastoral interns, and/or a pastor-in-residence program. This way the campaign would be both about investing in the infrastructure needed of space and facilities, but also investing in leaders and future leaders of the church to use and grow that space locally and in the larger church. Given the preschool as part of this project, funding could be set aside to support preschool scholarships as well.

The possibilities of the campaign here are many. However, it is imperative that the campaign be crafted around the whole congregation and not just focused on one site. Further, by connecting the campaign to the congregational initiatives, the mission guiding the ministry would be dictating the funding needs, rather than the funding effectively dictating mission and ministry.

The finance and business plan will be fleshed out through the Action Team devoted to this area. Additionally, I highly recommend leaning heavily on the fundraising, donor, and stewardship wisdom within the congregation of financial planners, as well that of the ELCA's gift planner for all of Region 1, Beth Adams, a longtime Messiah member. These experts would recommend best practices, and guide this process well with more local and contextual wisdom than I have.

If I ran the world, here would be my envisioned timeline for the next 3-years:

- April-May 2016 Action Teams Form
- May-September 2016 Action Teams Do Their Work
- September 2016 Action Teams Provide Recommendation to Church Leadership Team
- September-October 2016 Church Leadership Team Reviews Work and Provides Recommendation (this likely could lead to larger congregational meeting in November 2016)
- Fall 2016- If approved and recommended to move forward, a steering committee for this plan would need to be formed. Based on Action Team recommendations, make final determination of whether a new site built from ground up will be pursued, or if purchasing/renting and re-designing pre-existing structures and spaces will be the focus.
- Fall 2017- It is conceivable that a Preschool could open in time for the School Year in 2017-2018 in Ridgefield. This would be ideal, if all pieces have moved along swimmingly and at faster than usual rates of decision making.
- Fall 2018- If not ready for launch in Fall 2017 launch, then a fall 2018 launch is the goal.
- When Preschool site opens, worship officially moves from Tri-Mountain golf course to preschool site.

- 2018-2020- Review the process, needs, partnerships, and as needed, a potential financing campaign may continue or finish during these years.

There are a number of challenges with these timeline pieces which deserve further explanation. Of note, the worship location may need to change in some way before a launch date of Fall 2017 or Fall 2018. This could happen because the average worship size doubles or triples, making the golf course space too small for worship. This could also happen if the golf course were to decide, by itself or from other political processes that Messiah would no longer be able to worship there or at least at the current bargain rate of \$400 per month for the space.

**Operating Assumptions Based on Numbers and Available Data**

*Cost for Land*

Currently, land within the Ridgefield area where the NCC Vision Team has targeted, ranges from approximately \$200,000 for 5 acres, to \$620,000 for 20 acres of undeveloped land. A nearby piece of land with 10 acres currently for sale with structures on it is listed for \$1,399,000. For new developments, the general policy now among synod and churchwide functions is a minimum of five acres of land required to build upon. Based on current growth projections for Ridgefield, the cost for land and space will remain steady or increase in the near-term, and likely would only decrease if an economic recession occurs which we cannot predict.

In my best guess below, I have estimated these figures upward from the last given average from construction market data I could find available for the average cost per square foot to build a church in the larger Portland area, which was \$185.16 as of 2013, with a complex size of 10,000 square feet. (I am estimating on the larger side, just for the sake of hopefully overestimating costs.)

***Best Guess at a Cost***

Item #	Item or Need Area	Projected Cost
1.	Land Purchase of approximately 10 acres	\$500,000
2.	Building and Structure Costs (without support or partnership from outside entities)	\$2,000,000
3.	Licensing, Contracts, Legal Fees	\$100,000
4.	Other Overhead Costs	\$75,000
5.	Room for Inflation and Cost Over-runs (additional site work that may be needed, etc.)	\$668,750
	Projected Cost	\$3,343,750

As these are best guesses, I would not be surprised if the building and construction cost is too high, and the property and paperwork/contracts costs are too low. But these would be my best estimates given my limited knowledge of the current economic situations of the local area. The piece lacking from this is any sort of staffing costs that would come as a result of this, which is a component that will need to be added.

Originally I had projected a cost over-run estimate of \$200,000, but to be fiscally responsible in conversation with CLT members, I have increased this to be approximately 25% of the total projected cost. Ideally, the \$668,50 figure will be much lower.

Looking at this number may be daunting, given that Messiah’s annual budget is approximately 1/3 of this total. But, before the number causes you to lose hope, this is where I think that there could be possibilities for partnership to bring these costs down, or to spread them out. From the building of the church:

- Funding support for the land and/or building could come through partnership with the Mission Investment Fund of the ELCA
- Labor and construction expertise could come through partnership with Mission Builders of the ELCA
- Additional funding could come through grants related to preschools and early childhood education
- Potential shared cost through a partnership in the new space with another organization or nonprofit that could use a portion of the structure for office space.

That being said, there will still be a very large investment from Messiah Lutheran Church in this endeavor, and would take special giving, contributions, or planned giving to make this possible.

### ***North County- is it worth it?***

One of the concerns I have heard from members of Messiah who are active at the Hazel Dell site but have no connection to North County is that Messiah has “put a lot of money in up there, but for not much results.” This is a narrative that needs to be challenged and turned on its head. Messiah North County’s giving has been \$50-\$60,000 annually the past two years, and has showed encouraging growth. This giving is a positive, and much more than one might expect given average worship attendance of about 30 people per worship service. This giving has helped off-set stalled or decreased giving from the Hazel Dell campus due to membership death or relocation. The giving certainly off-sets the amazingly low cost of using the facility, \$400 per month at the golf course. Though North County currently does not offer youth and family programming largely because of space limitations, it has welcomed families into the larger Messiah congregation who ultimately transitioned to the Hazel Dell site.

Furthermore, given the growth trends in Clark County, having a church site with youth and family programming in Ridgefield is a worthwhile investment. In meeting with community leaders in Ridgefield, they believe that the city is currently underserved by congregations and faith groups, particularly in the area of youth ministry. Given current numbers projections, the Ridgefield School District anticipates more than doubling in the size of students in the next 15 years. This number correlates well with census data and other projections that I have seen.

This creates an opportunity for Messiah. But, I also believe this is not going to remain the same opportunity, because I believe there is a tightening window of time to act. This is particularly true for a preschool. Though preschools have been attempted and so far not succeeded generally in Ridgefield, the demographic data, and anecdotal data says that preschools, daycares, and other type entities are needed there and eventually someone is going to figure out a successful model in North County. My assumption is that Messiah has already figured out a successful model of how to do preschool, and the question is, can that be replicated in Ridgefield? I believe so, and hope that the Preschool Action Team will bear that prediction out.

### ***What I Picture***

Imagine with me, a preschool facility that has a large open space that can be used for worship, and meetings, as well as rooms and space that could serve as other faith formation and ministry opportunities, as well as a kitchen and eating/fellowship area. I envision a multi-use facility that will be a good investment, good stewardship of resources and utilities, and a faithful building as part of Messiah’s on-going call to serve and be present in the larger context of North Clark County and Ridgefield.

### ***What’s in a Name?***

One final question that has come up is, what should Messiah’s northern site be called? The idea of being “Messiah North County,” is understandably vague, and so, some members have recommended: “Messiah Lutheran Ridgefield,” while others “Messiah Lutheran Lewis River,” and others just calling it “Messiah Lutheran

Church.” My sense is that the best name would probably be either “Messiah Lutheran Ridgefield,” or “Messiah Lutheran North Campus.”

### **Next Steps**

1. The Church Leadership Team is updated by Timothy of these plans and upcoming congregational forums during May 2016. The Church Leadership Team will be highly encouraged to provide feedback to Timothy in advance of the June congregational meeting.
2. Form the Action Teams and allow them to work to their objectives by the end of May 2016.
3. During the June 5 Bi-Annual Congregational Meeting (June 5, 2016), the big picture overview is presented to the whole congregation to ignite and excite interest.
4. Poll the North County congregation regarding the name, and share findings with the Church Leadership Team by June 2016.
5. During the summer of 2016, the CLT will be updated on progress from the action teams via email reports.
6. By the end of August 2016, the CLT will be updated on the findings from the Partnership Action Team.
7. By the end of September 2016, the CLT will be provided a projected overview for the next six months to three years out from the Finance/Business Plan Team.
8. The Church Leadership Team discusses and determines the appropriate next steps in Fall 2016. This would hopefully include the formation of a steering committee from the whole congregation, both sites, to move this work forward.
9. Likely by the end of November 2016, a Congregational Meeting is held to present findings and next steps.
10. By Fall 2018, worshiping and having a preschool at a more stand-alone site in Ridgefield.