

**LONG RANGE PLANNING REPORT
2012 – 2015**

**SAGUARO CHRISTIAN CHURCH
(DISCIPLES OF CHRIST)**

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LONG RANGE PLAN SAGUARO CHRISTIAN CHURCH

Long Range Planning Committee Vision

Living the ministry of Christ

Long Range Planning Committee Mission Statement

Knowing Jesus Christ as Savior, we intentionally seek to create a sacred space where all are welcome; all are nurtured; where worship calls us into deeper spirituality; and to serve as a compassionate community that reaches out to a fragmented world.

Where We Have Been

Saguaro Christian Church has served our Tucson community for 50 years. Over the years goals and plans have been developed, the most recent being five years ago when the “Future Story” was written using the characteristics of “Transforming, Growing, Faithful.” This was a spiritual strategic journey that helped us to look far into the future, including reaching out to infants, children, teens, young adults, adults in mid-life, and our most mature members.

The Long Range Committee Planning Process

At the beginning of 2011 our Moderator, Ray Freeman, was concerned about our declining worship service attendance and lower financial giving. We needed to find some answers, so Mr. Freeman activated the Long Range Planning Committee chaired by Bonnie Logan, Vice Moderator.

The Long Range Planning Committee was selected by Mr. Freeman and approved by the Official Church Board. Those on the committee were: Terry Bagwell, Michael Cleveland, Lisa Coates, Tyler Connel, David Crobbe, Lois Crump, Ray Freeman, Shirley Heald, Wendy Gonzales, Bethany Kennan, Kathy Lindsay, Bonnie Logan, Frank Presson, ex-officio Rev. Bill Dunbar, and Rev. Heather Tolleson.

Rev. Dr. Denny Williams, Regional Minister, met with the committee at its first meeting to explain the purpose of long range planning and guided the committee to think about their God-hopes and what they see the future of Saguaro to be.

Teresa Blythe, Spiritual Direction Minister, attended several of the meetings where she led them in developing a set of core values. She also guided the group in discernment and prayer as we sought the guidance of the Holy Spirit and she guided the group in developing the Long Range Planning Committee Vision and Mission Statements (stated at the beginning of this report).

The committee envisions Saguario Christian Church as a Luke 10 church, one which exhibits these attributes:

- compassion,
- joy,
- spirituality,
- one with the Holy Spirit,
- hospitable,
- listening,
- witnessing,
- seeking the wisdom of the Lord,
- thankful,
- loving.

In order to determine where the congregation is with regard to being a Luke 10 church and how much transformational work might be needed, the committee developed a congregational survey to be sent to all members (present/former) and visitors (present/former). The survey was designed to be confidential and anonymous so those who responded could respond as they so chose; therefore, only the data collected is reflected in the report without comments.

The survey concentrated on Spiritual Growth, Worship and Music, the Personal Profile of the person filling out the Survey and the Pastoral Care provided by our Senior Pastor and Pastor of Community Life. Answers to most of the questions were “yes” or “no” with space to add comments.

The survey was sent to 350 members and visitors with 153 returned. This was a phenomenal return and gave the committee much valuable information on which to develop the direction for Saguario Christian Church.

Rev. Lois Crump, who has a Master’s Degree in Engineering Management with a specialty in Information Systems, was selected by the committee to tabulate the data and submit the data to the committee in a timely manner.

The data collected resulted in the need to share with the various ministry chairs the committee’s findings. Mrs. Logan appointed a sub-committee which would meet with the appropriate ministry chairs to develop goals and determine ways to achieve them over the next four years. The members of the sub-committee were Tyler Connel, Lois Crump, Rev. Bill Dunbar, Ray Freeman, Wendy Gonzales, Bonnie Logan, and Rev. Heather Tolleson.

After review of all the information gathered from these meetings the Long Range Planning Committee Survey Report was developed and presented to the Official Church Board and Ministry Council.

How the congregation is meeting the goals as outlined in the Report will be reevaluated at least once a year by the Long Range Planning Committee, the Official Church Board, and Ministry Council with changes made as necessary.

Location

Saguaro Christian Church is located at 8302 E. Broadway Blvd., Tucson, Arizona on a busy corner of Broadway and Sarnoff. The population within a 5-mile radius of the church is 214,001 with a projected increase to 218,848 by 2015.¹

Membership

The membership of Saguaro Christian Church was 423 in 2006 dropping to 358 in 2010. Our average church attendance in 2000 was 260 and in 2010 it was 184.

The data which follows is representative of the 153 people who completed the survey.

(NOTE: an overwhelming number of survey respondents wrote comments. These comments were invaluable to the committee as it sought to gauge the pulse of the congregation. Some of the responses received were not what had been anticipated by the survey developers. Most every survey item had persons who chose not to give a response. Thus, as with all surveys, there is a margin of error. Because this error factor changed from section to section of the survey, it has not been factored into the survey results. The committee chose to give greater weight to comments as these were representative of members' experiences of being church here at Saguaro.)

The membership is progressively aging. The survey showed 42% of our members are 70+ in age; 15% are 61-70; 21% are 51-60; 10% are 41-50; 5% are under 18; 4% are 18-24; 3% are 31-40; and 1% are 25-30; with 7% not responding. (See page 17 in the Appendix for a graphic representation of the gage of those responding to the survey.)

According to the survey 59% of our congregation are women; 37% are men; with 5% not responding. The neighborhood within a 5-mile radius has 51.5% women and 48% men.² (See page 18 in the Appendix for a graphic representation of this data for those responding to the survey.)

The survey showed that 66% of our congregation is married/partnered; 14% are single, 10% are widowed; 5% are divorced; with 5% not responding. The neighborhood within a 5-mile radius has 52% are married/partnered; 11% are single; 5% are widowed; and 11% are divorced.³ (See page 18 in the Appendix for a graphic representation of this data for those responding to the survey.)

Our survey also showed that 27% of our congregation are college graduates; 27% have higher degrees; 27% have some college; 12% are high school graduates; with 8% not responding. The neighborhood within a 5-mile radius has 16% college graduates; 10% have graduate degrees;

30% have had some college; and 24% are high school graduates.⁴ (See page 17 in the Appendix for a graphic representation of this data of those responding to the survey.)

According to the survey 18% have been members 15-19 years; 16% have been members 5-9 years; 12% have been members 10-14 years; 10% have been members 1-4 years; 7% have been members 25-29 years, 5% have been members 40-49 years; 2% have been members 30-39 years; with 21% not responding. (See page 19 in the Appendix for a graphic representation of this data of those responding to the survey.)

Knowing how important good Financial Support, Spiritual Growth and Christian Education, Outreach, Care of Our Members, Adequate Staffing, and attractive and useable Facilities are to the growth and faith of our congregants the following goals were developed.

FOUR YEAR GOALS 2012-2015

- Solid Financial Support
- Spiritual Growth
- Outreach to the Tucson Community
- Increase membership and retention of visitors
- Appropriate Staffing
- Facilities That Support Our Congregation

Solid Financial Support

Our pledging units in 2005 were 161 committing \$332,450. Our pledging units in 2011 were 106 committing \$260,649.

Financial support of the staffing and programming of Saguaro Christian Church is very important to our future. In order to develop a solid financial support the following are the goals of the Finance Ministry.

Goals

- Develop a yearly financial campaign to raise the level of giving.
- Develop a plan to increase outreach giving to the Disciples of Christ denomination.
- Continue to sponsor yearly classes of the Financial Peace University or an equivalent program.
- Develop a plan to increase the retention rate of our financial givers.
- Develop a plan to disseminate stewardship education and information to our members throughout the year

In order to accomplish these goals the Finance Ministry Team will:

- 2012 – target an increase in giving by 2%
- 2013 – target an increase in giving by 3%
- 2014 – target an increase in giving of 3%
- 2015 – target an increase in giving of 2%
- This will increase the financial giving of our members by 10% in four years.

- 2012 – increase giving to the Basic Mission Finance of the denomination by 2%
- 2013 – increase giving to the Basic Mission Finance of the denomination by 3%
- 2014 – increase giving to the Basic Mission Finance of the denomination by 3%
- 2015 – increase giving to the Basic Mission Finance of the denomination by 2%
- This will increase our giving to the Basic Mission Finance 10% in four years.

- Each year the Finance Ministry Team will set a date and advertise the Financial Peace University or other equivalent program. They will develop a plan for advertising this class to the congregation and surrounding community by using the resources provided by FPU, keeping the web page updated, and using other appropriate resources.

- During the Stewardship Campaign the Finance Ministry Team will target 85% retention of financial giving.

- Each year beginning in 2012, the Finance Ministry Team will develop a plan to better communicate:
 - The information regarding special offerings both before and after offerings;
 - More transparency of giving through information in the “Spirit” and/or bulletin;
 - Encourage congregants to give through the ACP (Automatic Contribution Plan).

An Annual Audit of all accounts will take place at the direction of the Vice Moderator in consultation with the Finance Ministry.

Spiritual Growth and Christian Education

The survey highlighted once again the importance of leadership training in order for our lay leaders to successfully fulfill their roles.

- During 2012, the Moderators, in consultation with the Pastor, will develop a plan to offer Leadership Training for those who are in leadership positions of Saguario Christian Church.
- Additionally, mentoring will be provided by the previous holder of the same position.

Children and Youth

Our survey showed that 15 adults participate in Sunday School; 12 middle and high school youth attend Sunday School; 8 children are in the elementary classes; 2 are in the preschool; and 2 did not respond.

Knowing that Spiritual Growth is a basic part of growing in the Christian faith, our church celebrates the Christian teachings of our children, youth, and adults. To that end the following goals have been established for the Children's Ministry:

Goals

- Find a volunteer who will be the Sunday School Coordinator – someone to keep track of attendance in each class, help the teachers in whatever way he/she can
- A record keeping system will be developed.
- Teacher workshops will be offered and attendance will be encouraged.
- Before they begin to volunteer, background checks will be completed for anyone working with our children and youth.
- A concentrated effort will be made for 100% attendance of parents and children in each class at the Sunday School Kickoff.
- There will be at least two volunteers per classroom.
- The Children's Ministry Architects – does an assessment (similar to the one for youth done this past spring) of our children's programs (ages pre-kindergarten to 5th grades).

To accomplish these goals the Children's Ministry Team will:

- Fall 2011 –
 - Increase participation at the Sunday School Kickoff.
 - Develop a record keeping system.
 - Increase the number of teacher volunteers.
- Spring 2012
 - Complete background checks on current volunteers.
 - Have a system of background checks in place for new volunteers.
- Fall 2012
 - Host teacher workshop/retreat/kickoff
 - Bring Children's Ministry Architects to Saguaro
- 2013
 - Review curriculum
 - Employ a full-time Christian Education Director who would oversee and facilitate volunteers for all education opportunities on campus from children to youth to adults.

The Pastors of Saguaro Christian Church, seeing a great need for creating a sustainable youth ministry at Saguaro, invited Youth Ministry Architects (YMA) to our church in early 2011. More than 80 people participated in the listening sessions with the YMA, which was an unprecedented number for YMA.

The Youth Ministry Renovation Team is led by coordinator Terry Bagwell with team members for four focus areas: Volunteer recruitment, Training and Scheduling; Communications; Mission Focus; and Future Staffing.

Our youth continue to participate in various events including camp, Easter Egg Hunt, Trunk or Treat which involves 30 or more youth. We have a potential of 20 to 30 youth who could participate in Chi-Rho (middle school) and CYF (high school).

Goals

- Volunteers are needed to share responsibilities;
- Curriculum for Chi-Rho and CYF emphasizing study, service, and fellowship;
- Develop a volunteer handbook for the youth program which matches the listing in the Every Member Ministry descriptions.

To achieve the above goals the Youth Ministry Renovation Team will:

- By September 15, 2011 – create a contact list for participants and parents with various means of communication (phone, e-mail, social networking) and increase multi-layered communication of events.
- October 2011 – revise Youth Coordinator job description.
- October 2011 – Create procedure for welcoming new youth and follow-up to be inclusive.
- By end of 2011 – Begin volunteer training.
- By end of 2011 – Approval to have ministers appoint interim Youth Systems Coordinator.
- By end of 2011 – A schedule of events will be created and published.
- By end of 2011 – Continue youth meetings on the first and third Sundays of each month beginning September 18, 2011.
- December 2011 – Plan a Christmas party with caroling to shut-ins; include wearable white elephant gifts.
- January 2012 – Create years one and three of a 7-year comprehensive Chi-Rho/CYF curriculum.
- February 2012 – A background check will be done on all youth volunteers.
- Develop more youth presence in worship in consistently important ways.
- The youth have created worship services from Lent through Good Friday. They will create the Sunrise Service in 2012.

Adult, Music and Worship

According to the survey many people participate in small groups, such as, adult Sunday School classes, Circles of 8, Prime Timers, Parent to Parent, Financial Peace, etc.

There is a deep desire for people to be able to attend the worship service of their choice and an education opportunity on Sunday mornings. Also, for children to be able to attend both worship and Sunday School. It was also found that because the Adult Sunday School classes are held at 9:30 a.m. at which time there is a worship service, those participating in that worship service do not have the opportunity to attend classes, or to teach Sunday School. Also, children and youth who attend classes during that time while their parents are worshipping are not able to attend worship as their parents leave the campus after worship.

Adult, Music, and Worship Goals

- By the end of 2011 will study the situation and determine whether times of worship and/or classes should be changed so congregants can attend classes and worship should they so choose.
- The Adult Ministry Team will meet to consider alternative meeting times for classes in consultation with the pastor.
- The Adult Ministry Team will meet to consider other types of short-term gatherings for our congregants, possibly inviting our neighbors to participate.
- By the end of January 2012 the Adult Ministry Team will plan adult classes for the year and inform our congregants in a timely manner.
- By the end of January 2014 the Adult Ministry Team will plan adult classes for the year.

Congregational Worship

Another part of our Spiritual Growth is how our congregation worships through music, prayer, listening for God, observing Holy Communion, connecting with other Christians, hearing the Word of God through Scripture and sermons. To this end the Worship and Music Ministries Teams will:

Congregational Worship Goals

- Yearly review, in consultation with the Pastor, the Order of Worship to determine if it is meeting the needs of our worshippers.
- The Music Ministry team will meet to determine if the music used during worship is appropriate and to the liking of those worshipping.
- To emphasize the importance of prayer the Worship Ministry Team will develop plans to install a Prayer Wall in an appropriate space in the sanctuary.
- In 2012, in consultation with the Media Ministry Team, the Worship Ministry Team will develop more creative announcements and Ministry Moments.
- In consultation with congregants and pastors, the Worship Ministry Team will review times of Sunday worship and classes schedule so those who would like to be able to attend both worship and classes may do so.

- By the beginning of Advent of 2011 the Worship and Music Ministry Teams will develop a Revised Order of Worship for the Contemporary Worship Service to begin the first Sunday of Advent 2011.

Outreach to the Community

As a whole the survey showed that many people of our congregation were very pleased with the Outreach Mission Projects of our church: helping to build a church in Nogales, Mexico, rebuilding after the hurricanes in New Orleans and Haiti, working on the Navajo reservation in New Mexico, preparing meals for the Ronald McDonald House residents, Primavera Men's Shelter, Community Food Bank, etc.

Outreach Goals

- Deliver donated food for the Community Foot Bank to that agency in a timely manner.
- Deliver donated clothing to non-profit agencies in a timely manner – this would be ongoing.
- Develop mission projects and leaders for those projects.
- Will consult with other ministries while planning mission projects

To achieve these goals the Outreach Ministry Team will:

- Communicate to the congregation the number of pounds donated to the Community Food Bank.
- Beginning in 2012 the Outreach Ministry Team will set up special times for specific donations – this will be ongoing.
- By the first of October 2011 the Outreach Ministry Team will meet to develop mission projects and leaders for those projects. This will be ongoing with possibly two meetings per year beginning in 2012.
- Schedule appropriate Ministry Moments throughout the year to inform congregants of the various mission projects and enlisting their participation in such projects.

Evangelism Looks to the Future

Our survey showed that 32% of our congregants found about Saguardo from a family member; 27% from a friend; 26% saw the church building in the neighborhood; 17% saw our listing in the telephone book; 3% knew of our church by our work in the community; 2% saw our web site; and 22% did not respond. (See page 19 in the Appendix for a graphic representation for those responses to the survey.)

The survey also showed that 39% came to our church because they were new in Tucson; 35% were invited by a friend; 31% were looking for another church; 24% came because of their family; 22% were invited by a family member; 11% had a major life event; 11% were looking for a spiritual place; 16% did not respond. (See page 20 in the Appendix for a graphic representation for those responses to the survey.)

Growth in church membership is a very important component of the Evangelism Ministry. This ministry, as all ministries do, relies on volunteers.

Goals

- By the end of 2011, the Evangelism Ministry Team will recruit and schedule volunteers to staff the Welcome Center on Sunday mornings.
- Beginning in 2012, the Evangelism Ministry Team will develop a plan and train all greeters for each service.
- Beginning in 2012, the Evangelism Ministry Team will develop a multi-faceted follow-up program for new visitors within 48 hours of their visit.
- Beginning in 2012 the Evangelism Ministry Team will develop a plan of working with the Outreach and Children and Youth Ministries to create activities which could involve the surrounding neighborhood.
- In 2012 the Evangelism Ministry Team will develop a plan to continue a follow-up program with those families who participate in our various community events.
- In 2012 the Evangelism Ministry Team will seek out ways to intentionally communicate our mission and values in local area events with the hope of increasing our presence in the community.
- In 2012 and forward the Evangelism Ministry Team will work with our various ministry chairs to develop, implement, and advertise those activities which would appeal to persons outside our campus – the neighborhood.
- In 2012 and forward the Evangelism Ministry Team will develop a plan to distribute information about Saguaro Christian Church to people at various events on our campus.
- In 2012 and forward the Evangelism Ministry Team will develop a plan to celebrate that Evangelism is a very important part of the ministry of Saguaro Christian Church.

Staffing Needs (paid and volunteer)

For our growing congregation to function to its full potential, the Long Range Planning Committee developed the following staffing possibilities:

Staffing Goals

- End of 2011 the Moderator will appoint an Administrative Coordinator (as described in the Bylaws). This could evolve into a paid position.
- 2012 Employ a part-time Interim Youth Systems Coordinator
- 2012 Employ a Landscaping Company who will oversee all landscaping on the campus.
- 2013 Employ a Christian Education Director who will work with the Youth Coordinator.
- 2013 Employ a part-time Media Coordinator who will oversee all media presentations and train all media volunteers.
- 2013 Employ an additional Maintenance person.

Office Goals

Volunteer staffing of the church office is of great concern to many people according to the surveys, also the use of the mechanized message machine. To address these and other concerns the Office Manager will:

- Include an article in the “Spirit” at least twice a year giving the history of the automated phone system and why it is being used. Also included in the article should be a statement about being able to opt out of the message system.
- By the end of 2011, the Office Manager will write a comprehensive job description of her work.
- By the end of January 2012, the Office Manager will complete training of the Administrative Coordinator.
- By the first of March 2012, the Administrative Coordinator will recruit, train, and schedule our office volunteers, stressing how important the front office staff is to Saguario Christian Church. This training will also include those who count the Sunday collection.
- Beginning in 2012, all Ministry Chairs will be instructed that, as much as possible, they will be responsible for all purchasing, maintenance, etc., included in their job description.
- As soon as possible, counters of the Sunday collection will work in a secured area.
- At the appropriate time in 2012 new office hours will be established:

9-12 Office open, Monday through Thursday
12-1 Office closed for Lunch, Monday through Thursday
1-4 Office open, Monday through Thursday
9-1:30 Office open, Friday only

Our congregants would prefer to have communication by 79% - e-mail; 78% - announcements in the bulletin; 71% - announcements in worship; 60% - telephone; 41% - postal mail; 19% - social media; 12% - church web site; 9% - text message; 15% - no response.

Pastor Traits

Respondents to the survey were asked to indicate their preferences as to traits they would like to have in the Pastor(s).

Following are the results of those responses:

59 – Good preacher
32 – Friendly and Warm
16 – Know Bible and theology
9 - Open to new ideas

- 8 – Encourages Evangelism
- 8 – Strong visionary and encourages evangelism
- 7 – Skilled Administrator
- 6 - Strong focus on Prayer
- 6 – Supports Outreach
- 5 – Teaching focus

13 respondents did not answer this question.

Several respondents would like the pastor(s) to attend classes/seminars/workshops which would enhance their pastoral ministry in this church. Therefore:

- The minister(s) will work with the Pastoral Relations Committee in discovering and attending continuing education opportunities being in compliance with Regional policies.

Facilities

The upkeep of our facilities is most important not only to our members, but will perhaps make an impression on our visitors.

Goals

- The Property Ministry Team will do a yearly inventory of the facility needs (inside and outside), i.e., painting schedule, carpeting (new and cleaning), cleaning of rooms, roofing, air conditioning/heating systems, coolers, etc.
- At the beginning of 2012 the Property Ministry Team, in consultation with the Maintenance Staff, will develop a maintenance list including a time line when various maintenance needs to be done.
- Beginning in 2012, the Property Ministry Team will also do a yearly evaluation of our facility needs
- In 2012, a proposal for the following remodeling/improvements will be presented to the proper boards/committees/congregation or approval/disapproval:
 - Kitchen remodel
 - Refurbish Fellowship Hall
 - Remove wall between Rooms 1 & 2 – to include new closet/cabinets
 - Narthex enclosure
 - Parking lot reseal
 - Organ replacement

As soon as possible in 2012 the Property Ministry Team will evaluate the cooling and heating systems of the various rooms in all buildings.

- If needed, programmable thermostats will be installed and those who will be responsible for heating and cooling will be trained in their use.

Miscellaneous

Our **Every Member Ministry (EMM)** has been in place for the past several years and has served us well over these years. However, it might seem prudent to explore other ways for our church to function as a volunteer organization. Therefore:

- During the year 2012, the Moderator will appoint a committee to explore other avenues in which our church may better utilize its programs and volunteers. This would be done in consultation with the ministers and perhaps the Regional Office.

The “**Greening**” of our campus is another area of concern which should be addressed. By using various media, our congregation should be encouraged to:

- Use the blue recycle bins around our campus and in their neighborhoods;
- Bring their own table service (recyclable dishes, glass/cup, silverware, napkin) when we have a meal function. This not only helps the environment, but will save on the finances of the church
- Turn off lights, when appropriate, and reset the thermostats when exiting a room. Again, this will help the environment and finances of the church.
- Conduct an energy audit yearly.

Conclusion

Many persons in the congregation have participated in this long range planning process. They have shared excellent ideas and good suggestions. The plan represents their best wisdom, judgment, vision, common sense, and prayer.

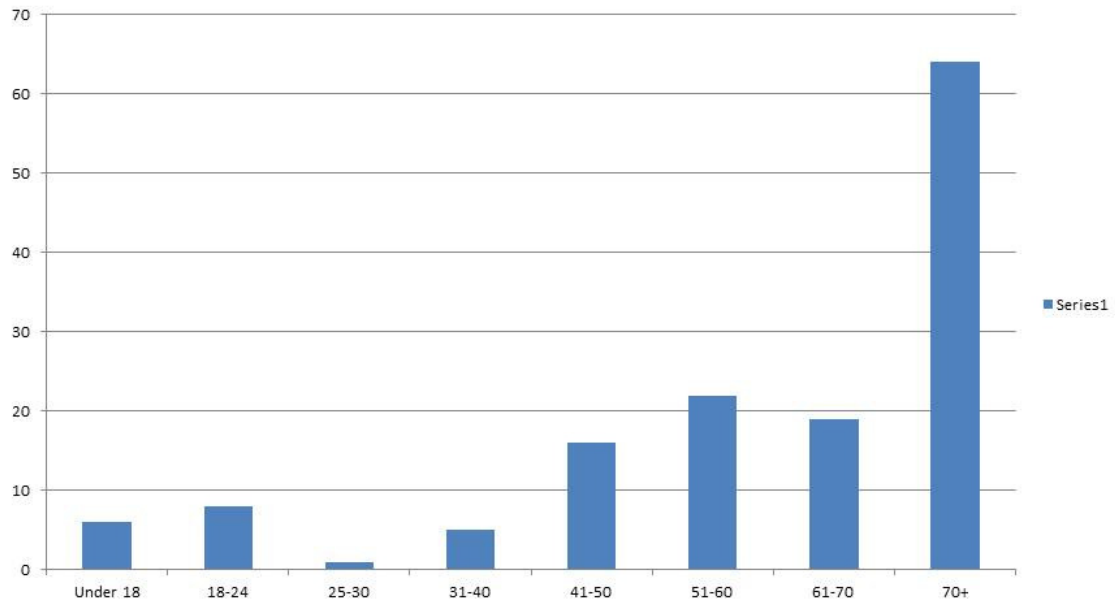
Next year, the committee, Official Board, and Ministry Council will meet again to assess the church’s progress in ministry. They will seek to fine-tune the existing plan. The committee’s prayer is that the mission outreach this plan represents will be central and decisive in the lives and destinies of many in the years to come and that God will bless the ministry of Saguaro Christian Church.

^{1,2,3,4} Fullinsite Institute, Tucson, Arizona, 2010

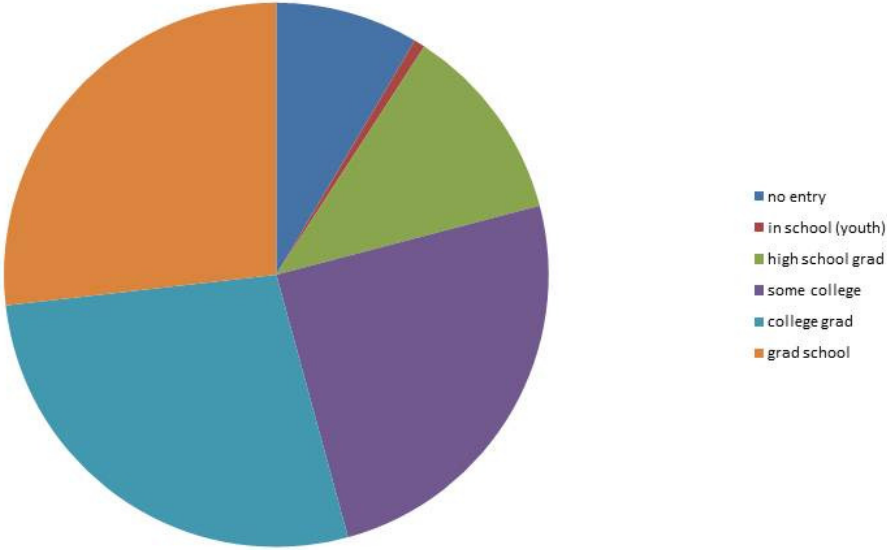
APPENDIX

CHARTS ILLUSTRATING DEMOGRAPHIC DATA

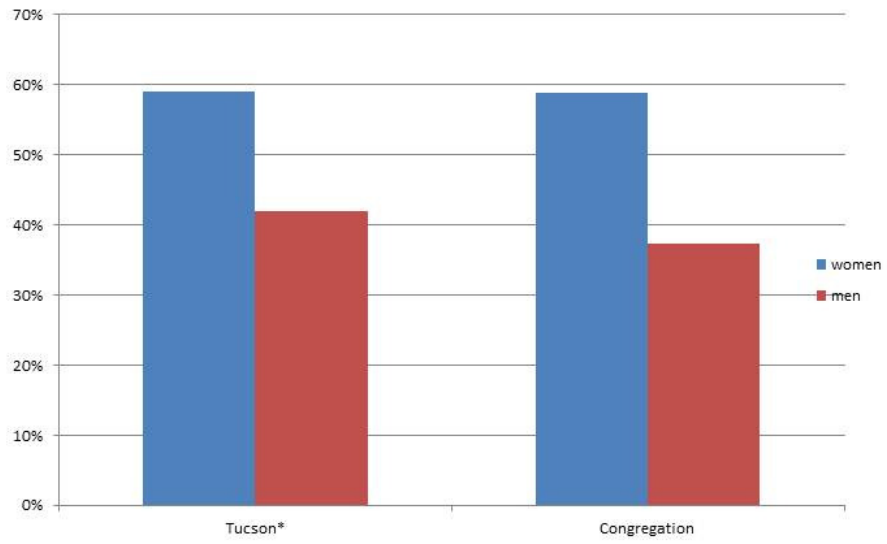
AGE



EDUCATION LEVEL

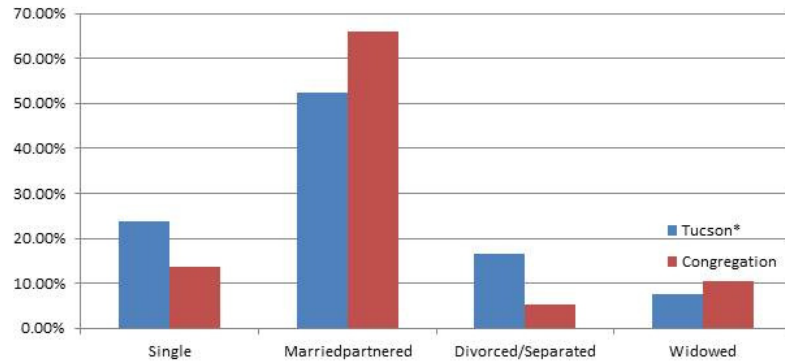


Gender



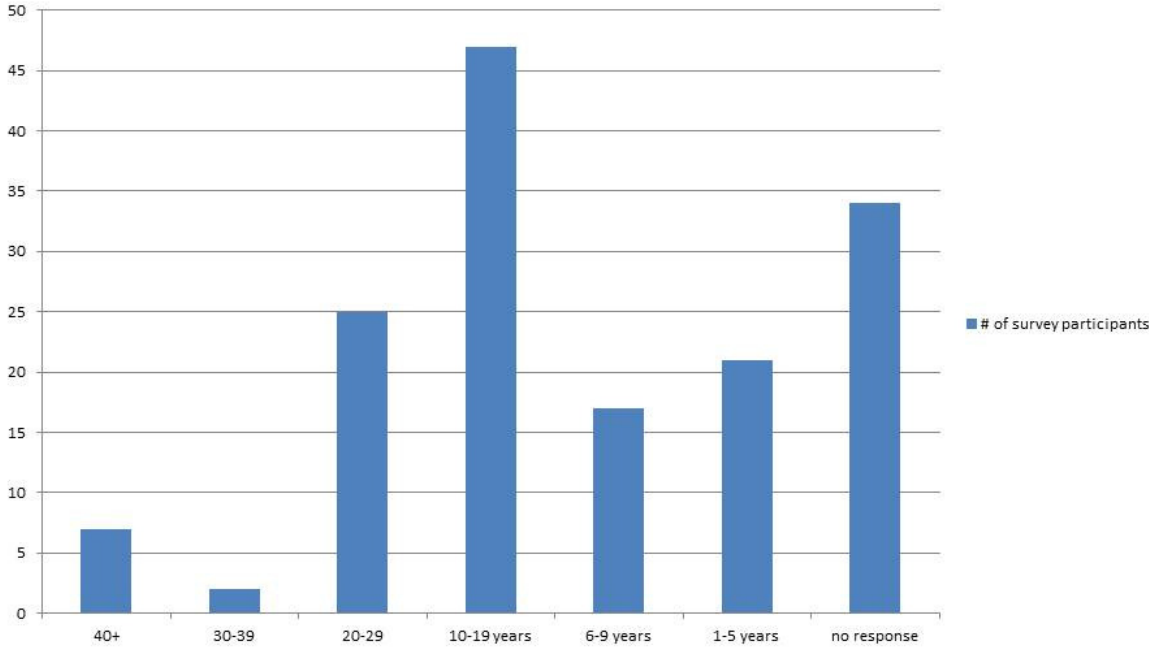
*FullInsite Institute, Tucson, Arizona, 2010

Relationship Status

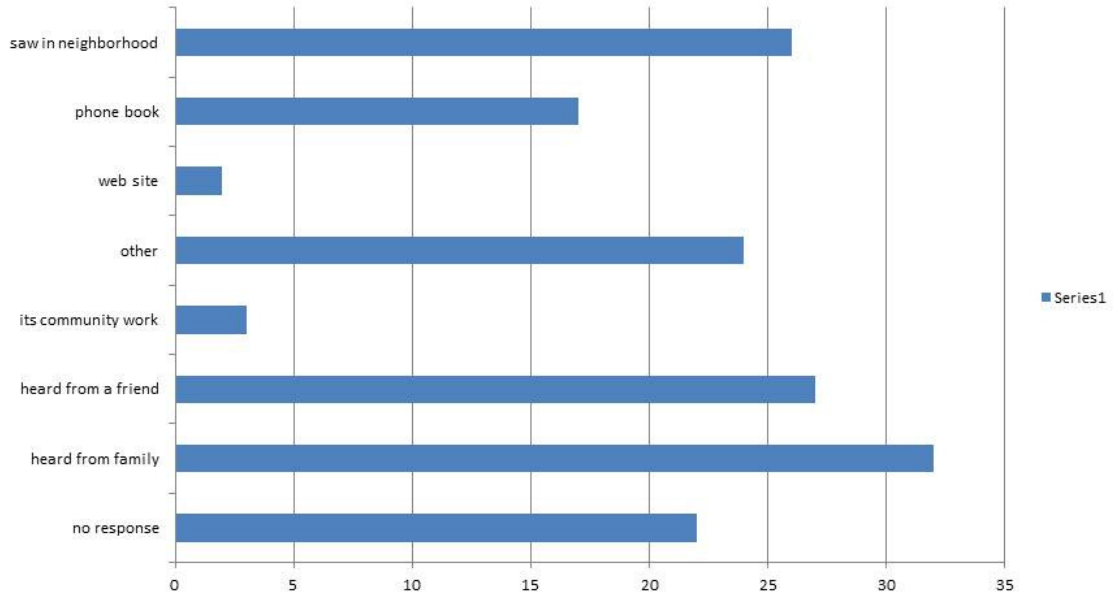


*FullInsite Institute, Tucson, Arizona, 2010

LENGTH OF PARTICIPATION



How I found SCC



Why I came to SCC

