



Vista Lutheran Church

2021 Annual Report

Our Vision

We envision a community where all people are spiritually fulfilled, their needs are met, and God's love abounds.

Our Mission

We are a faith community actively exploring how to love God, our neighbors, and ourselves through building relationships, creating opportunities, and making spaces to act on that love.

2021 Council and Staff

| | |
|----------------------|---------------------------------------|
| Debbie Olson | Executive, President |
| Ed Mohrlant | Executive, Vice President/Personnel |
| John Carlotto | Executive, Treasurer |
| Phyllis Mohrlant | Executive, Secretary |
| Michael Bachman | Hospitality Ministry |
| Char Carlotto | Social Ministry |
| Lauren Styba | Worship & Music Ministry |
| Sylvia Pogoff | Invitation/Outreach Ministry |
| Andrew Raether | IT Ministry |
| Grant Ross | Property Ministry |
| | |
| Pastor Heidi Zimdars | Senior Pastor |
| Pastor Dan Nelson | Associate Pastor |
| Caleb Rollins | Director of Community Engagement |
| Sarah Foster | Music Director & Choir Director |
| Luke Foster | Organist & Pianist |
| Noah Strom | Organist & Pianist |
| Mark Ennenga | Janitor & Building Operations Manager |
| Cindy Ranwick | Administrative Assistant |

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Vista Lutheran Church

2022 Annual Congregational Meeting

January 30, 2022 – 11:00 am (Hybrid Meeting)
St. Louis Park, Minnesota

Agenda

Opening Devotions and Welcome

Call to Order and Approval of Agenda

Approval of 2021 Minutes and Congregational Meeting Votes

Review of Faithfully Building Together

Governance and Operations

Election of Council Members & Mission Endowment Fund Members

Accept 2021 Financial Reports and Approve 2022 Budget

Faith Formation

Invitation and Welcome

Presentation of Welcome Statement

Worship

Justice and Community Partnership

Assets and Building

Vote on Acceptance of Consultant Proposal

Adjournment and Closing

2021 Annual Meeting Minutes

Sunday January 31, 2021 – 9:15 am

Opening Devotions: Pastor Heidi

1. **Call to Order and Approval of Agenda: Debbie Olson, President**
 1. Proposed agenda: Moved, seconded, and approved by voice vote.
 2. Attendance: approximately 70 members on Zoom call; two paper ballots; one vote by text.
2. **Approval of 2020 Minutes of Congregational Meetings**
 - a. Moved, seconded and approved by unanimous voice vote.
 - b. 2021 annual meeting minutes will be presented for approval to the 2022 annual congregational meeting.
3. **Pastor Report: Heidi Zimdars, Senior Pastor**
 - a. Vista entered 2020 full of visioning and hope. We were getting to know each other. We voted to hire new staff, and then the pandemic hit. We lost the physical presence of each other. We responded immediately to the needs of the community. We had to learn how to reach out virtually. Yet this was also a time of growth as we welcomed Pastor Dan Nelson and Caleb Rollins, our new communications director. We responded to the need for racial justice and we learned new technologies. Vista never slowed down. We are God's people at Vista, loving God's world and reaching out to each other.
4. **Pastor Report: Dan Nelson, Associate Pastor**
 - a. This has been a year of blessing but very strange. We have had to reimagine how to connect with the congregation. I am glad to serve as pastor at Vista and excited about 2021. There will be the chance to work with all members on their journey. To meet with young people, there has been Zoom Sunday school and other ways to maintain a sense of connectedness. Our goal is to adapt and reimagine our ministry, but also hold on to the things that gave life to Wooddale and Prince of Peace while we grow into Vista. I look forward to being part of this process. God's blessing to all.
5. **Executive: Debbie Olson, President**
 - a. This has been a challenging year. I am grateful for the leadership and the people of Vista. The executive committee met sometimes once a week, sometimes every other week, sometimes once a month to keep us on track during the pandemic. I am grateful for the leadership of Pastor Heidi, Pastor Dan, and our communications lead Caleb Rollins. We have needed to take our love out into the world. Some of my best moments have been when I have gotten phone calls from congregation members to see how I am doing and to offer support and encouragement.
6. **Ministry Moments: Ministry leads introduced by Debbie Olson**
7. **Ed Mohrlant: Personnel Ministry**
 - a. We made the decision to call an associate pastor and hire a communications lead at the 2020 annual meeting. Then the pandemic hit, but we decided that we should continue the searches virtually, using Zoom meetings as needed. We felt at a loss in March but we were able

to adapt. Another task was to bring together personnel processes from Wooddale and Prince of Peace congregations. We needed to find ways to support our staff and reach out to the world.

8. Laurie Hollinger: Visioning Ministry

a. Bringing a communications director to Vista has been a dream of mine, allowing us to share the experience of congregation members out to the world at large. When the pandemic hit, we had to decide whether to hold on to what we had already or to forge ahead. We went to the Finance Visioning group with the question: Should we go forward at this time? Finance Visioning had good questions: What does success look like and how can we ensure success? We created an advertisement for the new position that emphasized the spirit of Vista. As we waited for responses, we wondered if we would be able to get an individual with both the skills and the passion we need. Caleb Rollins, in his first 5 months, has been just that and has become a key component of the leadership team as we move forward.

Paul Bachman: Finance & Gifts Ministry

a. We had successful pledge drives near the end of 2020 and a "Thanks Gift" drive raised \$12,000 for the congregational budget. During the year we had to reimagine ways to receive monetary gifts to Vista. One initiative was to create a QR code for smartphones that would lead to the Vista contribution page. We also were able to organize an on-line flower sale to support CYFM where payments could be made on-line.

10. Michael Bachman: Hospitality Ministry

a. This has been quite a year. The pandemic threw a wrench into many plans. We had to think of new ways to be hospitable. One idea of which we are proud is the distribution of Advent candles in congregation connection bags -- a way to participate in a community even when we are apart. I hope that next year we will be able to start exciting new events and bring forward old traditions in new ways.

11. Char Carlotto & Phyllis Mohrlant: Social Ministry

a. Phyllis Mohrlant: We were very pleased to be able to continue all of our existing ministries despite the pandemic. In the new year, we plan to have dialogues about who we are: How can we serve and speak to those in need? Areas to consider include racial justice, housing, poverty, hunger, and climate change.

b. Char Carlotto: Right after George Floyd was killed and riots erupted, we received a call from Emma Todd, a congregation member and teacher at Anne Sullivan school to ask if there was any way Vista could help her students and other members of the impacted neighborhood. Within hours, donations poured in. In the end, 11 vehicles were packed full with donations which were delivered to the Anne Sullivan school for distribution. Driving past the damaged and destroyed buildings was an emotional and life-changing experience. We envision Vision as listening up, speaking up, stepping up and showing up.

12. Carol Ennenga: Worship & Ministry

a. When we first stopped having in-person services on March 12, we thought it would only be for a few weeks. It soon became clear that this was not a brief break, and it's amazing how fast Pastor Heidi got virtual services set up for the congregation. We have been blessed by the addition of Pastor Dan and Caleb Rollins. We pray that we can return to worship in our beautiful sanctuary in the future. I am stepping down as chair of Worship and Ministry but I will continue to work with the ministry.

13. Sara Faust: CYF Ministry

a. We rejoice every time that a child experiences the love of Jesus. For the first three months of this year we met face-to-face, then transitioned to Sunday school at the park. Pastor Dan was able to meet children face-to-face outdoors. Now our kids get together by Zoom. On Tuesdays our younger children have Sunday school by Zoom, other age groups and confirmation have their own Zoom calls. CYFM is planning another flower sale, discussing camp Wapo, and fingers crossed we can resume meeting face-to-face.

14. Sylvia Pogoff: Invitation/Outreach Ministry

a. Invitation is a new ministry formed just before Covid-19 hit. We have a lot of excitement for the new year. I met with our pastors and will work on the steps to becoming a Reconciling in Christ congregation this year. I'm grateful for technology-- we have not lost a beat and I love Zoom calls and seeing everyone unmasked.

15. Andrew Raether: IT Ministry

a. It is a blessing to have Pastor Dan and Caleb Rollins come on board. We have gotten the wireless network updated at the church. Having services broadcast on TV in the community is great and gives us another way to reach out.

16. Grant Ross: Property Ministry

a. This has been an interesting year. Despite the pandemic things will get better. The church building is still standing and had a new roof installed over several months this summer. Mark Ennenga has maintained the church building in great shape and when we can meet in person again, the building will be ready.

17. Caleb Rollins, Director of Communications

a. It's good to be here, and I look forward to when we can meet in person. As part of creating a brand for the church, I have been working on a new logo that can fully express our identity as a congregation. The new logo builds on what Brandon Gallagher Watson did. It uses modern and traditional lettering. A green circle is multilayered and shows growth and dynamism. The circle embraces us but has breaks to express that the church is open to all. The openings in the circle also form a cross as part of our identity.

b. Question: how does this logo fit with our mission statement? Pastor Heidi: will be addressed later in the meeting.

c. Question: will this go to the congregation for a vote? Response: the new logo was approved by the executive committee and Council. The new name for our church was brought to a congregation for a vote but the initial logo was presented to the Council which approved it. Debbie Olson: Both Debbie Olson and the pastors are always open to talking to anyone who wants to share their thoughts and concerns.

d. Question: What about those members who are not connected on-line, especially some of our older members. Pastor Heidi: Original logo was very similar to the Wooddale logo, we asked our communications director to help us move forward to a new identity as Vista.

18. Visioning:

a. Pastor Heidi: Each member is part of us as a body. Because of the pandemic, we have not been able to meet in person for visioning. We will be inviting members to form small visioning groups, for those members not on-line there will be one-to-one telephone calls. We need a conversation with all

congregation members and to hear all viewpoints. Moving forward, Pastor Dan and Judy Tyrer will lead a group to address racial equity, while Sylvia Pogoff and Pastor Heidi work on becoming a Reconciling in Christ congregation.

19. Adoption of 2021 Annual Budget: John Carlotto

- a. 2020 financial report as of December 2020:
 1. Receipts were reduced from that planned in the original 2020 budget but expenditures also decreased due to the pandemic.
 2. The final deficit for the year was \$3,703 compared to an anticipated deficit \$2100. This is an excellent result considering the impacts of the pandemic.
- b. 2020 Legacy Fund report:
 1. After sale of Prince of Peace site, the consolidated congregation received \$1,320,190 in cash and \$150,000 note from CommonBond after paying off the Prince of Peace and Wooddale mortgages.
 2. Proposed outlays included \$30,000 for consolidation expenses, \$65,000 in benevolence, \$425,000 for replacing the roof at the Wooddale site and \$251,000 for updates to the sanctuary. Not all these funds have been spent yet.
 3. Question: Where do we stand on the sanctuary remodel: Answer: plans still pending in the Worship Visioning task force. Adoption of any proposal will require a congregational vote.
 4. Question about fountain: refers to a drinking fountain to be placed inside the church.
- c. Motion to accept 2020 financial report and Legacy fund report: moved, seconded and approved by unanimous voice vote.
- d. Budget assumes reduced contributions from the congregation but also reduced expenditures (ministries have submitted conservative estimates of financial needs).
Estimated 2021 budget deficit of \$15,000, which we have the cash to cover.
 1. Question: Where is hospitality? Answer: renamed as Evangelism/ Marketing.
 2. Question: On offering envelopes what is the Multiply our Mission heading? Answer: Comes from the Prince of Peace congregational tradition of offerings for specific social ministries. We hope to be more specific in 2021; to date all money received in those envelopes has been contributed to STEP.
- e. Motion to accept proposed 2021 Vista budget: Moved, seconded and approved by unanimous voice vote; two paper ballots yes; one text ballot yes.

20. Adoption of Vista Constitution (2nd congregational vote of ratification required)

- a. Phyllis Mohrlant led an effort to create a constitution for Vista as a new church entity.
- b. After multiple reviews, the constitution was finally approved by the Synod, Executive Committee and Vista Council.
- c. Question: How is this impacted by a mission statement and visioning which are not yet completed. Deb Olson: Mission statement will go to congregation for discussion and approval, and it will be voted on as a constitutional amendment.
- d. A motion to approve the Constitution was moved, seconded and approved on an unanimous voice vote; two paper ballots yes; one text ballot yes. There will need to be a second congregational vote in March to ratify the approval.

21. Election of Council Members & Mission Endowment Fund Member

- a. Thanks to Gloria Niehans, secretary and Carol Ennenga, Worship ministry, who are rotating off of the Council.

- b. Lauren Styba has agreed to chair the Worship committee. Secretary position is still open.
- c. Appointment of Lauren Styba to Council is moved, seconded and approved by unanimous voice vote; two paper ballots yes; one text ballot yes.
- d. Motion to allow the Vista Council to fill vacant positions: moved, seconded and approved by unanimous voice vote.
- e. Current members of the Mission Endowment Fund committee are Linda Jennings, chair, and Mike Andersen, Billy Anderson and Mike McLain, members.
- f. Mike Andersen is rotating off of the committee. The Mission Endowment Fund committee consists of 3 to 8 eight members. The committee would like to recruit more members.
- g. Motion to allow the Mission Endowment Fund committee to appoint new members: Moved, seconded and approved by unanimous voice vote.

22. Other Business

- a. Prayer requests for congregation were discussed.

23. Adjournment and Closing Prayer

- a. Motion to adjourn: moved, seconded and approved by unanimous voice vote.
- b. Pastor Dan led the congregation in a hymn: "The church of Christ in every age" as a closing devotion.

Ratify Constitution and Vote on Approval of Sanctuary Changes

Congregational Meeting Minutes

Sunday May 2, 2021 at 10:30 am

1. **Opening Devotions: Pastor Heidi**
2. **Congregational Participation: 85 (including virtual, in person, and mailed)**
3. **Ratification of Vista Constitution: Debbie Olson, President**
 - a. Motion to ratify: moved, seconded, and approved by this vote count:
 1. Approved – 84
 2. Abstain – 1
4. **Approval of Worship Visioning Plan for sanctuary changes: Debbie Olson, President**
 - a. Motion to approve the plan and use \$170,000 from Legacy Fund to complete plan, seconded, and approved by this vote count:
 1. Approved – 84
 2. Abstain – 1
5. **Adjournment and Closing**

Message from Debbie Olson

Just thinking back to the whole year at Vista and what we accomplished in just 1 year. WOW! We ratified and voted on our church's constitution, we had a Stimulus Check challenge, outdoor worship began, indoor worship resumed, we started on our Worship Visioning project in the sanctuary, supported a seminary student, drafted a vision and mission statement, had a great welcome back Sunday this fall, went to Camp Waop, and had a Council retreat to vision and focus on the future. We supported the Every Meal Program and Peter Hobart Elementary School to fight hunger in our neighborhood, Reconciling in Christ began and presented statements to affirm. We had social justice meetings and continued supporting programs such as STEP, Our Saviour's Community Services, and many others. We as an executive team finalized job descriptions to meet the new governance structure for Vista and built a 2-Year plan to introduce to Vista so we can keep **Faithfully Building Together**.

I am sure we missed a few in here because even though it seems we are standing still, we are moving in positive directions. All of us moved at different speeds and directions this past year, but here at Vista we need everyone's support to keep us moving forward. We need everyone's support to create new hope, new loving ways to help our neighbors, to continue to grow in Christ personally and invite others to share in that growth. As Joyce Meyer says, "We don't grow when things are easy, we grow when we face challenges."

I thank everyone for the support and commitment to our growth in our vision and mission:

Our Vision: We envision a community where all people are spiritually fulfilled, their needs are met, and God's love abounds.

Our Mission: We are a faith community actively exploring how to love God, our neighbors, and ourselves through building opportunities, and making spaces to act on that love.

Thank you for this past year!

Debbie Olson, Council President

Message from Pastor Heidi

2021... We lived our faith and mission at Vista to the best of our abilities.

It mirrored our lives. Lives filled with hope, love, distancing, reconnection, safe bubbles, and a newfound ability to adapt and pivot as the world changed.

We are not quite 3 years old as a congregation. We had 9 months as a new community that was bustling with energy, gathering, and getting to know one another, planning, hoping, and ready for God's direction and future. And we have lived 22 months as a community separated and maneuvering in a pandemic. God's future was not what we expected. Yet God has been leading us.

Member Engagement:

As I look back, I want to lift up that we continued to build faithfully as the people of Vista. We would be community... ashes distributed in the parking lot, a processional of Palm Sunday around the church, that led us as a community into the sanctuary for the first time in a year, Holy Week devotional bags filled by our children and Easter Worship in the parking lot. In June we began to gather again and had our first worship services and confirmation outside. Then moved back into a social distanced sanctuary for a summer of jazz. Members were able to see one another, to begin to reconnect. Slowly, cautiously we were coming out of our homes as we felt comfortable. A Welcome Sunday Celebration under the tent with food trucks, the future was looking bright. Forty, sixty, seventy people gathering, even higher with special events and Holy Days. We celebrated each person that gathered, yet there was a sense of loss knowing that many were still missing. Our building momentum as a community regathering was paused with delta and then omicron. As you read this, I am not sure where you feel you fit at Vista. Never has community been so important and yet so hard to keep engaged. I can tell you this with certainty – you are claimed, loved, and celebrated by God and Vista.

Visioning:

We may have paused our work as a new congregation at the beginning of the pandemic... but God continued to move us forward. Your voices were heard as we listened to your dreams and hopes for Vista. After a spring of listening and a summer of discernment; our Mission Statement was drafted and introduced at our Welcome Sunday Celebration in September.

We are a faith community actively exploring how to love God, our neighbors, and ourselves through building relationships, creating opportunities, and making spaces to act on that love.

It is the cornerstone of all of our actions and will be in the future.

Building:

We immediately began to build on the Mission Statement as the leadership staff and council began to build a strategic plan – our first strategic plan as Vista, **Faithfully Building Together**. This was introduced to the congregation in November. It is a new

broader, mission-based approach to ministry. We are moving from committees to mission teams. Committees that had faithfully served the church for decades in a model that offered hands on ministry opportunities... were struggling to engage members in this new world where according to studies over 65% of our neighbors are not engaged in a faith community. Service, worship, and faith formation will always be the heart of Vista's life. Now we add in the question of why and how we intentionally make an impact in God's world.

The Mission Teams will have the new words - explore, build, create, make space as their directives. The Mission Teams are:

- **Faith Formation**
- **Invitation and Welcome**
- **Worship**
- **Justice and Community Partnership**
- **Assets and Building**

Moving into a new future:

We are already moving forward with Faithfully Building Together. At the Annual Meeting we will:

- Elect our first council in this new model.
- Present a Welcome Statement from Invitation and Welcome
- Vote on the Vandersall Collective proposal to align all finances and give us a new strategic filter for all decisions in our Mission Teams, so that our focus will be on God's future in this place.

At the same time, we are moving to engage members through surveys, conversation, and listening. It will take our community to move forward. You are each part of God's plan for Vista. Together in whatever way we are called... we can make a difference. Ask questions, voice concerns, look for opportunities to grow and become involved. You are God's light.

Thank you:

Our leadership has done an amazing job. They have been committed since before the consolidation in 2019... moved us forward, faithfully attended to ongoing ministries - had special task forces/projects that have encompassed all our needs - from sanctuary upgrades to a new roof, landscaping, calling new staff, selling former Prince of Peace, pivoting, and meeting twice as often during the pandemic, visioning, and following God's lead. They have given their hearts, time, and faith. I have heard the sighs, seen the exhaustion, shared in their struggles to keep going in a place that is so close to their hearts. I have seen them persevere and honor their life journeys as they have taken needed sabbaticals. I am honored to serve with our staff, leaders, and ministry volunteers. You truly are a gift from God to Vista!

In 2022 I have no doubt that God will continue lead, support, and celebrate Vista. God is present in our lives.

To God be the Glory!

Pastor Heid Zimdars, Senior Pastor

Message from Pastor Dan

How do we measure what is successful in ministry?

For years it was how many people showed up for events, classes, services, etc. And let's not kid ourselves, that still matters but in past 2 years it hasn't been something that we can rely on. We rejoice every time we are able to gather in person and be connected but those opportunities have been sporadic.

We can look at online engagement. Those can tell part of a story about how we adapt to the various waves of the pandemic. We can look at the online Bible studies, fellowship groups, classes, and meetings that went well. Again, good numbers to know; they tell an important part of the story of our ministry of the last year but are still inadequate.

We can point to new ideas and new ways we've attempted to bridge the gaps created by the pandemic. We have done good work in facilitating conversations to shape our vision and mission. We created documents that articulated our vision and mission. We developed and are now expanding upon a strategic plan. We've created new small groups... but just pointing to some thoughtful words or a few new events on the calendar is not a measure of ministry.

All of these things that I want to calculate and catalogue are good, they are necessary, they are even signs of hope but they are not accurate measures of successful ministry.

So, what is successful ministry to ME (your pastor)? It is a moment. A single moment. A moment where someone hears that the love of God is for them. That Jesus Christ is for them and they are loved and redeemed where they are, exactly as they are.

We seek to live into our mission so that there are opportunities and spaces for that that are specifically created and planned but we also are called to keep our eyes open for those moments that are simply gifts from God. That arise when the Spirit is at work and moving in our lives together, fractured as they are.

My prayer for Vista in 2022 is that we have more of these moments where we hear of and live out Christ's love in our lives together. We will plan to make spaces where this can happen, but we will also keep ourselves open to those moments that surprise us with Good News.

In hope and peace,
Pastor Dan, Associate Pastor

Message from Caleb Rollins

The past year continued to challenge that most basic aspect of church life: gathering together with joy and intention. However, as you will see in the rest of this report, this community has responded to these challenges with grit and creativity and has indeed been the church. The abnormality of the year also afforded the chance to lay some of the groundwork for the future of this congregation.

We began in January with various visioning conversations, where we heard your deepest desires for life together in this place. In partnership with the Visioning Ministry, we used your feedback and other discussions we have with you on a regular basis to develop a new vision and mission for the congregation that will guide us in the years to come. Then to help put this mission into action, we worked on drafting a 2-Year Plan for Vista Lutheran. While it is ambitious, with the guidance of the Holy Spirit, it will help lead us into the unknown future of being the church in this time and place.

In addition to this big picture work, we also laid the groundwork for enhancing the communications with the congregation and the broader community. We built a new website, updated the sign at the front of the church, established a rhythm with weekly email updates, increased social media engagement, and began livestreaming worship services. This strengthening of our communications has already allowed us to meet some new people and will prepare us for meeting even more in a future where gathering is more regular.

Lastly, you'll notice that part of what shifted in 2021 is the title for my role, which is now Director of Community Engagement. This change reflects some of the broader work in the community that I have supported from bringing in multiple community experts for our Speaker Series Events to meeting with our St. Louis Park City Council Member to showing up at city meetings in support of the Rise on 7 Project. This type of work is also laying the foundation for deepening relationships in community so that Vista can continue to become a relevant and impactful presence in St. Louis Park and beyond. All this groundwork laying has been done in partnership with so many of you and I look forward to building on this foundation as we move into the future!

With peace and gratitude,
Caleb Rollins, Director of Community Engagement

Membership Statistical Report

Total Membership as of December 31, 2021

Baptized 376

Confirmed 327

Membership Change during 2021:

By Baptism: 1

Alexander Chiev (grandson of Bill and Joanne Morgan)

New Members: 6

Pastor Dan, Dorisa, Oskar, and Elena Nelson

Jan Anderson

Todette (Toddy) Holt

Confirmed: 2

Charles Rostal

Ashley Andersen

Funerals: 14

Barb Heinonen

Addison Tres Goddard

Dee Bullock

Robert Zimdars

Agnes Holden

Patricia Stotts

Lorraine Monson

Kathryn Johnson (former member)

Betty Fiedler

Shirley Anthony

Arlene Holte

Claire Heinonen

Don Andersen

Cyndi Granger

Patricia Peterson

Transfers/Removed/Moved: 24 Baptized (5 not confirmed)

Membership does not include former members of Wooddale Lutheran Church and Prince of Peace Lutheran Church who have not been active since the consolidation. They have been archived. This includes adult children of active Vista members who are currently not active. They can be added back in anytime.

They will always be considered part of the Vista family.

Governance and Operations

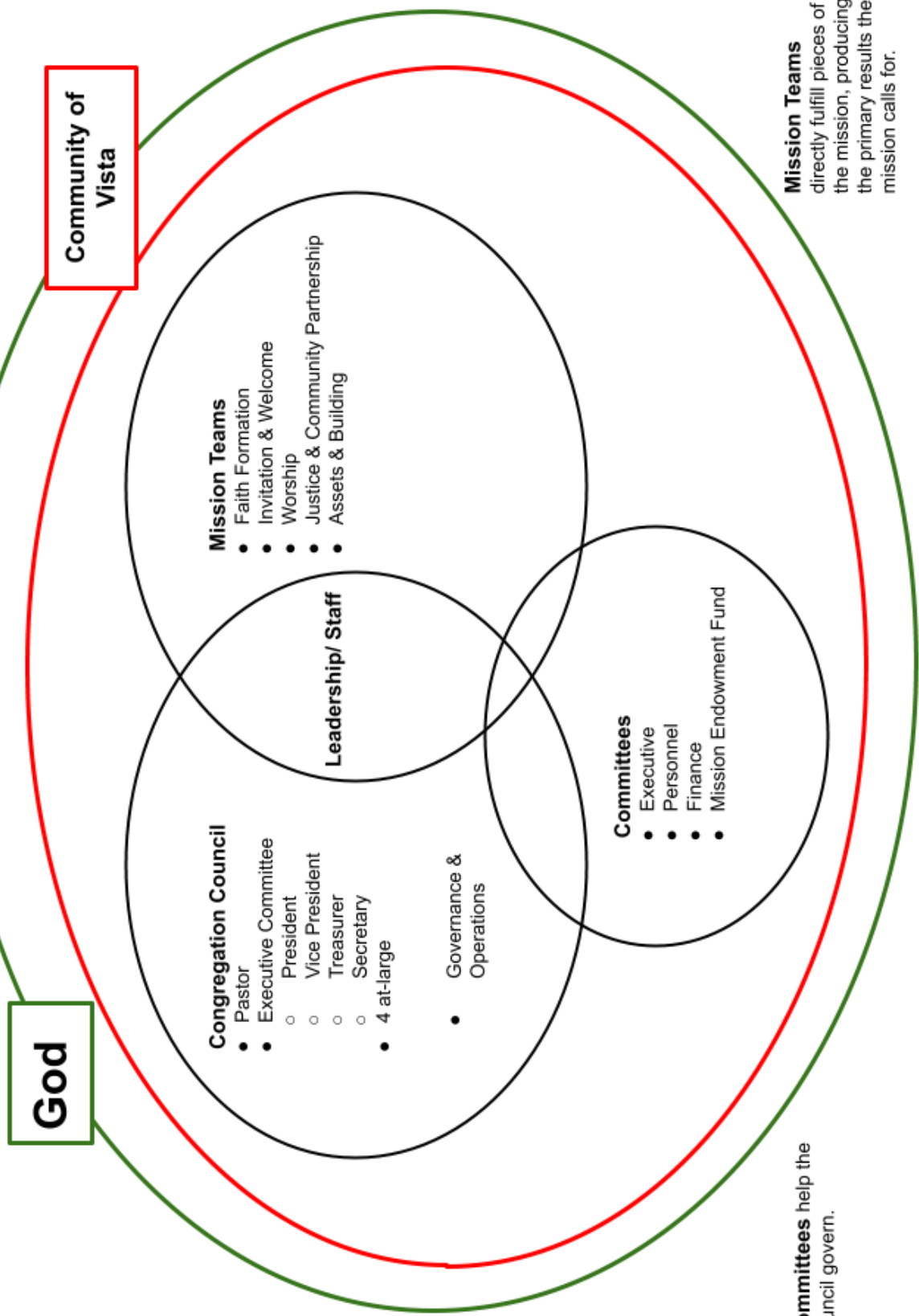
2021 Highlights:

As Pastor Heidi alluded to in her welcome message, the Council has adopted a new structure, which will impact how the congregation engages in ministry work. This shift was made to meet a goal set in Faithfully Building Together to help allow for more balanced opportunities for engagement. In the new structure, the Council will be comprised of 4 officers and 4 at-large members. The Council will have a more high-level focus and will be responsible for general oversight of the life and activities of the congregation, including but not limited to: alignment with the mission and vision, accountability to Faithfully Building Together and future strategic thinking, and shaping and maintain the governance and future direction of Vista.

Meanwhile, the work of this congregation historically done under the headings of “Ministries” will now be done under the headings of “Mission Teams.” These Mission Teams will enable the congregation to continue important work and enter into new generative work that aligns with the mission and vision of the congregation. The Mission Teams align with the Focus Areas of Faithfully Building Together: Faith Formation, Welcome and Invitation, Worship, Justice and Community Partnership, and Assets and Building. The work in the Focus Area of Governance and Operations will be done by the Council, committees, and staff.

Four existing committees: Executive, Finance, Personnel, and the Mission Endowment Fund will continue their work and support both Mission Teams and Council. These committees, excluding Executive, are open for any and all to participate in and support some of the Governance and Operations work of the congregation. You can see a visual representation of this new structure on the next page.

Vista Lutheran Church
Governance Model 2022



God

Community of Vista

Congregation Council

- Pastor
- Executive Committee
 - President
 - Vice President
 - Treasurer
 - Secretary
- 4 at-large
- Governance & Operations

Leadership/ Staff

Mission Teams

- Faith Formation
- Invitation & Welcome
- Worship
- Justice & Community Partnership
- Assets & Building

Committees

- Executive
- Personnel
- Finance
- Mission Endowment Fund

Committees help the council govern.

Mission Teams directly fulfill pieces of the mission, producing the primary results the mission calls for.

Besides this change to the governance structure, the Personnel Committee began a process to review personnel policies and procedures to update them to align with our vision as Vista. We reached out to the congregation for someone with HR experience to advise us in the search for software to move the Performance Evaluation reviews to an on-line platform. Although there was no response to our request in 2021, the committee remains interested in moving performance reviews on-line – anyone interested can communicate with the Personnel Committee, the Executive Committee, or the Vista Council. This process will continue into 2022.

The Personnel Committee also reached out to Vista staff members in 2021 to listen to concerns about working conditions during the Covid pandemic. The committee has committed to performing Performance Evaluations with all staff members in 2022. The committee also welcomes anyone in the congregation who is interested in working and meeting with Vista staff members to join us. Currently, all meetings continue to be virtual due to Covid.

To improve operations of the office, the IT Ministry led the upgrade of wireless coverage for the building, updated the computers for Cindy and Pastor Heidi, and supported the roll-out of livestream of worship.

Congregational Actions Needed:

Vote for Council Members and Mission Endowment Fund Members:

As explained above, the new Council structure is comprised of 4 Officer positions (President, Vice President, Secretary, and Treasurer) and 4 At-Large Members. The people nominated for open positions for Council and Mission Endowment are listed in the ballot at the end of this report.

Accept 2021 Financial Reports and Approve 2022 Budget:

The Financial Reports and Budget are included below and the ballot is at the end of this report.

How to Get Involved:

Council:

If you are interested in joining in the general oversight work of the Council, contact Pastor Heidi about how to add your name to future congregational meeting ballots.

Committees:

If you are interested in joining in the work of the Personnel Committee or Finance Committee, contact Pastor Heidi about how to join immediately in the work of these committees. If you are interested in joining in the work of the Mission Endowment Fund, contact Pastor Heidi about how to add your name to future congregational meeting ballots.

All Funds
Balance Sheet as of December 31, 2021

ASSETS

| | | |
|--|--|---------------------------|
| Current Assets Bank | | |
| Accounts | | |
| 1 | Operating | \$16,422 |
| 2 | Coffee Café | \$848 |
| 3 | Weddings / Funerals | <u>\$1,398</u> |
| 4 | Total Bank Accounts | \$18,669 |
| Savings & short-term investment | | |
| 5 | Cash in TradePMR | \$0 |
| 6 | Mission Investment Fund | \$376,764 |
| 7 | Mutual Funds (Cost) | \$215,692 |
| 8 | Market Adjustment | <u>(\$1,002)</u> |
| 9 | Total Savings & short-term investment | \$591,454 |
| 10 | Total Bank Accounts | \$610,122 |
| Other Assets | | |
| 11 | Prepaid expenses | \$208 |
| 12 | Note Receivable-Common Bond | <u>\$150,000</u> |
| 13 | Total General Fund Assets | \$760,330 |
| Endowment Fund | | |
| 14 | Cash in TradePMR | \$3,244 |
| 15 | Stocks & ETF's (Cost) | \$108,849 |
| 16 | Mutual Funds (Cost) | \$150,911 |
| 17 | Market Adjustment | <u>\$88,815</u> |
| 18 | Total Endowment Fund Assets | \$351,820 |
| Fixed Assets | | |
| 19 | Buildings, Furniture, Fixtures & Equipment | <u>\$1,969,905</u> |
| 20 | TOTAL ASSETS | <u>\$3,082,055</u> |

All Funds
Balance Sheet as of December 31, 2021

LIABILITIES AND EQUITY

| <u>Liabilities</u> | | |
|----------------------------|---------------------------------------|---------------------------|
| Current Liabilities | | |
| 21 | Accounts Payable | \$0 |
| Specially Designated Gifts | | |
| 22 | World Hunger Appeal | \$6,325 |
| 23 | STEP | \$155 |
| 24 | Reach Home | \$2,610 |
| 25 | Other Dedicated Gifts | <u>\$29,582</u> |
| 26 | Total Designated Gifts | \$38,672 |
| 27 | Credit Cards | \$2,825 |
| Other Current Liabilities | | |
| 28 | Payroll Tax Payable | <u>\$4,881</u> |
| 29 | Total Current Liabilities | \$46,378 |
| Long-Term Liabilities | | |
| 30 | Mission Investment Fund Loan | <u>\$0</u> |
| 31 | Total Liabilities | <u>\$46,378</u> |
| <u>Equity</u> | | |
| 32 | General Fund | \$32,059 |
| 33 | Memorial Fund | \$27,052 |
| 34 | Endowment Fund | \$351,820 |
| 35 | Legacy Fund | \$651,122 |
| 36 | Stimulus Challenge Fund | \$3,719 |
| 37 | Investment in Fixed Assets | <u>\$1,969,905</u> |
| 38 | Total Equity | <u>\$3,035,677</u> |
| 39 | Total Liabilities & Equity | <u>\$3,082,055</u> |

**Vista Lutheran
Church
General Fund
Statement of
Activity
January 1 - December
31, 2021**

| Receipts | Actual | Budget | Favorable/ (Unfavorable) |
|------------------------------------|------------------|-------------------|-------------------------------------|
| 1) Contributed Support | \$283,918 | \$303,000 | (\$19,082) |
| 2) Earned Revenues | \$34,624 | \$30,700 | \$3,924 |
| 3) Special Events | \$7,910 | \$5,700 | \$2,210 |
| 4) Transfers | \$166,771 | \$168,000 | (\$1,229) |
| 5) Total Receipts | \$493,224 | \$507,400 | (\$14,176) |
| Disbursements | | | |
| 6) Outreach / Missions | \$2,980 | \$4,750 | \$1,770 |
| 7) ELCA Mission Support / Assembly | \$13,500 | \$13,000 | (\$500) |
| 8) Worship & Music | \$4,899 | \$8,910 | \$4,011 |
| 9) Education Programs | \$8,544 | \$14,600 | \$6,056 |
| 10) Invitation / Outreach | \$0 | \$2,000 | \$2,000 |
| 11) Hospitality | \$1,539 | \$2,700 | \$1,161 |
| 12) Facilities | \$39,671 | \$54,600 | \$14,929 |
| 13) Technology | \$1,940 | \$540 | (\$1,400) |
| 14) Communication | \$2,604 | \$3,865 | \$1,261 |
| 15) Finance & Gifts | \$5,008 | \$5,350 | \$342 |
| 16) Administration | \$28,065 | \$30,600 | \$2,535 |
| 17) Personnel | \$377,715 | \$381,600 | \$3,885 |
| 18) Weddings & Funerals | \$558 | \$0 | (\$558) |
| 19) Total Disbursements | \$487,025 | \$522,515 | \$35,490 |
| 20) Net Surplus / (Deficit) | \$6,199 | (\$15,115) | \$21,314 |

Contributed Support was under budget primarily because of the death or transfer of members who were on the rolls when the budget was prepared. There were also less receipts than anticipated from Thanks Gift offerings. **Earned Revenues** were higher than budget primarily because of two bequests we received totaling \$10,500. In addition, we received more contributions for use of the building than we budgeted.

Total expenses were under budget primarily because we couldn't conduct our ministries' activities to the extent we wanted to due to the pandemic. The largest favorable variance was in Facilities which did not need to spend as much as had been budgeted for heating costs due to a milder winter.

Net Surplus / (Deficit) - The result of lower expenses was that we achieved a surplus even though receipts were under budget.

**Vista Lutheran
Church
Legacy Fund
Statement of Activity
January 1 - December 31,
2021**

| | | |
|---|------------------------------|------------------|
| 1) <u>Beginning Fund Balance</u> | | \$927,756 |
| Income | | |
| Financial Income | | |
| 2) Interest | | \$345 |
| 3) Dividends | | \$346 |
| 4) Unrealized Capital Gains | | (\$1,002) |
| | | |
| | 5) Total Income | (\$310) |
| Disbursements | | |
| Personnel | | |
| | 6) Salaries & Benefits | (\$166,271) |
| Benevolence Outreach / Missions | | |
| 7) Early Rise Learning Day Care | | (\$15,000) |
| | | |
| | 8) Total Outreach / Missions | (\$15,000) |
| | |) |
| ELCA Mission Support / Assembly | | |
| | 9) Seminarian Support | (\$6,000) |
| Transfers Property Fund | | |
| 10) Boiler Repair | | (\$4,279) |
| 11) Parking lot lights repair | | (\$1,472) |
| 12) Replace Sump pumps | | (\$1,089) |
| 13) Roof Heating Cables | | (\$15,208) |
| 14) Sanctuary Remodel | | (\$66,179) |
| | | |
| | 15) Total Property Fund | (\$88,227) |
| CARES "Fund" Outreach / Missions | | |
| | 16) Grants Issued | (\$825) |
| | | |
| | 17) Total Disbursements | (\$276,324) |
| 18) <u>Ending Fund Balance</u> | | \$651,122 |
| Components | | |
| 19) Cash | | \$286,433 |
| 20) Mutual Funds | | \$214,690 |
| 21) Note Receivable (Common Bond) | | \$150,000 |
| 22) Total | | \$651,122 |

Income

- The Legacy Fund invested a portion of its cash in a mutual fund on November 1. At the end of the year, the value of the fund had declined \$310.

Disbursements

- \$166,271 was transferred to the General Fund for staff salaries authorized in 2020;
- \$15,000 was paid to fulfill our pledge of support for the Early Rise Learning Day Care Center at the former Prince of Peace location.
- \$6,000 was transferred to the General Fund for support of a seminarian authorized in 2020;
- \$88,227 was transferred to the General Fund for various property improvements and repairs;
- \$825 was granted to members of the congregation to assist with financial needs arising because of the pandemic.

**Vista Lutheran
Church
Mission
Endowment Fund
Fund Report
January 1 - December
31, 2021**

| <u>Assets</u> | |
|-------------------------------|------------------|
| 1) Cash | \$3,244 |
| Investments | |
| 2) Stocks & ETF's at Cost | \$108,849 |
| 3) Mutual Funds at Cost | \$150,911 |
| 4) Market Adjustment | \$88,815 |
| 5) <u>Total Assets</u> | <u>\$351,820</u> |

| <u>Equity</u> | | | |
|--|---|-------------------|-------------------------|
| 6) Contributions to Endowment Fund (Principal) | \$189,049 | | |
| 7) Accumulated Earnings-pre 2021 | | \$201,304 | |
| 2021 Activity | <u>Earnings</u> | | |
| 8) Interest | | \$1 | |
| 9) Dividends | | \$5,173 | |
| 10) Realized Capital Gains | | \$47,069 | |
| 11) Unrealized Capital Gains | | \$19,855 | |
| 12) Fees Paid | | <u>(\$3,283)</u> | |
| 13) Total 2021 Earnings | | <u>\$68,815</u> | |
| 14) Accumulated Earnings through 12/31/2021 | | | \$270,119 |
| 15) Accumulated Program Support through 12/31/2020 | | <u>(\$90,804)</u> | |
| 2021 Program Support | | | |
| 16) Latin American Lutheran Mission | | (\$789) | |
| | To cover expenses of a trip to transfer needed supplies and a walk-in refrigerator to Latin American Missions in Laredo, TX. | | |
| 17) Peter Hobart School Every Meal program | | (\$1,000) | |
| | To provide children in need with bags of food for the weekend and breaks (in addition to the \$1,000 contributed by the Stimulus Challenge | | |
| 18) Summer of Jazz Worship Services | | (\$846) | |
| | To employ a jazz ensemble which will be a draw to members & guests alike in order to rejuvenate summer services. | | |
| 19) Irrigation / Landscape Improvements | | (\$2,884) | |
| | To landscape and reseed front, side and back yards in connection with the irrigation project done in 2020. | | |
| 20) Courtyard Sidewalk Repair | | (\$6,000) | |
| | To pay for needed repairs and partial replacement of sections of the sidewalk in the courtyard. | | |
| 21) Welcome Sunday Celebration | | (\$4,145) | |
| | To provide funds for two food trucks, a tea truck and tent for the public celebration of the Vista community being gathered together again. | | |
| 22) STEP Toy Drive | | (\$300) | |
| | To provide STEP with Target gift cards to distribute to clients for the holidays. | | |
| | Our Saviour's Homeless Shelter | | |
| 23) Hygiene Kits | | (\$80) | |
| | To provide hygienic supplies to residents of the shelter. | | |
| 24) Gift Cards | | (\$250) | |
| | To provide Target gift cards for the holidays to residents of the shelter. | | |
| 25) Cleaning Supplies | | (\$250) | |
| | To provide cleaning supplies for six shelter residents transitioning to community housing. | | |
| 26) Total 2021 Program Support | | <u>(\$16,544)</u> | |
| 27) Total Accumulated Program Support through 12/31/2021 | | | <u>(\$107,348)</u> |
| <u>Total Equity</u> | | | <u><u>\$351,820</u></u> |

Vista Lutheran Church
Stimulus Challenge Fund
Statement of Activity
January 1 - December 31, 2021

| | | |
|-----|--|-----------|
| 1) | <u>Beginning Balance</u> | \$0 |
| | <u>Receipts</u> | |
| 2) | Donations | \$14,695 |
| | <u>Disbursements</u> | |
| | Grants Issued | |
| 3) | Food | (\$976) |
| 4) | Housing | (\$1,976) |
| 5) | Medical | (\$500) |
| 6) | Utility | \$0 |
| 7) | Other | (\$524) |
| 8) | Every Meal Program - Peter Hobart School | (\$1,000) |
| 9) | STEP | (\$6,000) |
| 10) | <u>Remaining Cash Available</u> | \$3,719 |

- The fund received contributions of \$14,695.
- \$3,976 was distributed as direct grants to ten recipients who expressed a needfor assistance for a variety of reasons: Food, Housing, Medical, etc.
- \$1,000 was contributed to the Peter Hobart School's Every Meal Program (in addition to the \$1,000 contributed by the Misison Endowment Fund)
- \$6,000 was contributed to STEP

Vista Lutheran Church
December 31, 2021 Miscellaneous
Financial Information

Memorial Fund
 2021 Activity

| | | |
|--|---------|-----------|
| 1) Balance January 1, 2021 | | \$24,253 |
| Memorials Received | | |
| 2) Don Andersen | | |
| 3) Marilyn Anderson | | |
| 4) Shirley Anthony | | |
| 5) Arlene Holte | | |
| 6) Dee Bullock | | |
| 7) Betty Fiedler | | |
| 8) Tres Goddard | | |
| 9) Cyndi Granger | | |
| 10) Ray Hall | | |
| 11) Agie Holden | | |
| 12) Kathy Johnson | | |
| 13) Pat Peterson | | |
| 14) Eloise Pierce | | |
| 15) Pat Stotts | | |
| 16) Bob Zimdars | | |
| 17) TOTAL | | \$4,525 |
| 2021 Expenditures using Memorial Funds | | |
| 19) Digital Camera | (\$648) | |
| 20) Digital camera accessories | (\$54) | |
| 21) Microphones | (\$203) | |
| 22) New computer - Church Office | (\$820) | (\$1,725) |
| 23) Balance December 31, 2021 | | \$27,052 |

Legacy Fund
 Components of Fund Balance

| | | |
|-------------------------|--|-----------|
| 1) Sanctuary Remodel | | \$171,321 |
| 3) Staffing | | \$241,387 |
| 4) Capital Projects | | \$8,109 |
| 5) Operating Reserve | | \$43,690 |
| 6) Benevolence | | \$22,250 |
| 7) CARES Fund | | \$14,175 |
| 8) Accumulated Earnings | | \$190 |
| 9) Note Receivable | | \$150,000 |
| 10) Total Fund Balance | | \$651,122 |

Vista Lutheran Church 2022 Proposed Budget

| | <u>2022 Budget</u> | <u>2021 Actual</u> | <u>2021 Budget</u> |
|-----------------------------------|--------------------|--------------------|--------------------|
| Revenue | | | |
| Contributed Support | \$280,000 | \$283,918 | \$303,000 |
| Earned Revenues | \$12,500 | \$22,586 | \$30,700 |
| Financial Income | \$0 | \$0 | \$0 |
| Facilities Rentals | \$12,000 | \$12,038 | \$0 |
| Special Events | \$7,500 | \$7,352 | \$5,700 |
| Transfers | \$185,300 | \$166,771 | \$168,000 |
| Total Revenue | <u>\$497,300</u> | <u>\$492,666</u> | <u>\$507,400</u> |
| Expenditures | | | |
| Justice and Community Partnership | \$16,100 | \$16,480 | \$17,800 |
| Worship | \$6,400 | \$4,899 | \$8,900 |
| Faith Formation | \$11,900 | \$8,544 | \$14,600 |
| Invitation and Welcome | \$4,700 | \$1,539 | \$4,700 |
| Assets and Building | \$60,100 | \$39,671 | \$54,600 |
| Governance / Operations | \$436,700 | \$415,333 | \$421,900 |
| Total Other Expenditures | <u>\$535,900</u> | <u>\$486,466</u> | <u>\$522,500</u> |
| Net Revenue | <u>(\$38,600)</u> | <u>\$6,199</u> | <u>(\$15,100)</u> |

Faith Formation

2021 Highlights:

Faith Formation might be a new term around here, but it's something that's been the goal for many faithful generations church activities. Bigger than classes and education programs, faith formation is the process of intentionally creating opportunities to nurture and grow the Christian faith in people of all ages. In 2021 we attended to our young people by providing digital and in-person Sunday School (with an emphasis on family learning), confirmation, VBS, and other fellowship opportunities. We sent kids to Camp Wapo and Wilderness Canoe Base. We created and offered small group opportunities with Going Deeper and Newspaper Prayers. We also began a Wednesday evening gathering called Living Faith (especially targeting working individuals) with conversations about their life and faith today. As we continue our work of Faithfully Building Together in 2022 look for new opportunities and spaces to have your faith formed, nurtured, and grown!

How to Get Involved:

Mission Team:

If you are interested in helping to shape the future of Faith Formation at Vista or to support the daily tasks needed to continue this work, reach out to Pastor Dan. This Mission Team will begin gathering in April/May to support all opportunities and experiences intentionally created to nurture and grow Christian faith and practice for all ages. This includes classes, programs, events, service-learning, and much more.

Invitation and Welcome

2021 Highlights:

This past year, 2021 was definitely a different year. We went from virtual worship to in person worship, which was meaningful for some people, and started up coffee café, until the pandemic got ramped up again. We invited members and the bigger community to join us at Welcome Sunday Celebration, with food trucks, live music, and fellowship. The Card Ministry continued to be busy to encourage outreach and connection in the community. As we look into next year, we hope to provide events where others are seen, accepted, celebrated, and invited into our community.

The congregation has also been working to become a Reconciling in Christ (RIC) congregation this year. We've had multiple Adult Forums to learn and share and share conversations; Ashlei Cramer from RIC joined one of our meetings also.

A Welcome Statement was created, approved by the Council, and is presented below for congregational affirmation. We look forward to continuing our RIC study and transform our practices and traditions accordingly.

Welcome Statement:

As followers of Christ we believe...

- God loves and celebrates all people; all people are created in the image of God.
- God has made an amazing world filled with diversity of sexual orientation, gender identity, gender expression, race, ethnicity, age, pathways of faith, physical and mental ability.
- The Holy Spirit guides us in transforming the world through loving God, our neighbors and ourselves. This journey is ongoing, collaborative and always changing.

As a community of faith, it is our intent to build a community where all people are seen as God sees them

- To recognize that in “there is neither Jew nor Greek, slave nor free, male nor female, for you are all one in Christ Jesus.”
- To offer a safe place of mutual relationship, respect and affirmation.
- To continue to learn, discern and name the biases, inequality, and pain experienced as a result of our actions; how these are manifested in faith communities and the world; To learn what true welcome and hospitality are in God’s diverse world and our diverse community of faith and transform traditions and practices that are harmful or unwelcoming.
- To continually challenge ourselves to grow in ways to act on God’s love.

How to Get Involved:

Mission Team:

If you are interested in helping to shape the future of Welcome and Invitation at Vista or to support the daily tasks needed to continue this work, reach out to Pastor Heidi. This Mission Team will begin gathering in April/May to support intentional practices that meet people where they are and encompass people’s experience of being seen, accepted, celebrated for who God has made them to be, and invited into our community.

Reconciling in Christ Working Group:

If you are interested in joining the Reconciling in Christ Working Group to continue to study and reform our practices accordingly and help ensure that the congregation puts into practice the above Welcome Statement, please contact Pastor Heidi.

Worship

2021 Highlights:

2021 continued to challenge how Vista worships, both together and virtually. We returned to outdoor worship in the spring and we went back into the sanctuary during the heat of the summer. We permanently moved our Sunday service time to 10:00 am. Our Communion organizers continue to do a wonderful job of preparing the host for each week. Despite the ongoing remodel of the sanctuary and lack of the organ, our musicians have done a wonderful job of performing creative and entertaining services, including Jazz Christmas!

A highlight of this past year was our Welcome Sunday Celebration in September! This multi-ministry event was held in the Parking Lot and featured live music, food trucks, service projects, and community engagement.

How to Get Involved:

Mission Team:

If you are interested in helping to shape the future of Worship at Vista or to support the daily tasks needed to continue this work, reach out to Pastor Heidi. This Mission Team will begin gathering in April/May to support the living embodiment of our relationship to God, we are connected as we express and live our faith as individuals and community.

Worship Visioning Working Group:

The Worship Visioning Working Group will focus specifically on investigating future possibilities for worship at Vista. If you would like to join in this imaginative and creative work, contact to Pastor Heidi.

Justice and Community Partnership

2021 highlights:

In 2021 we continued to reach out and serve the needs of the community through Social Ministry and other groups in the congregation. Through the Stimulus Challenge Fund, we donated \$6,000 to STEP. We also partnered with Jewish Family and Children's Services to provide meals for families in need around Thanksgiving. Through a partnership with Every Meal, we are sponsoring Peter Hobart Elementary School students in need of meals on weekends and holidays. The Mitten Tree also allowed us to gather hats and mittens for students there. Donated face masks were also given to various schools, the Latin American Lutheran Mission, congregation members, and the broader community.

Through our continued partnership with STEP, we served as a donation site, gathered back-to-school supplies, hosted a toy drive, and provided them fresh vegetables through our gardens. In supporting the residents at Our Saviour's Community Services, we donated personal hygiene kit, hats, scarves, socks, monthly meals, and holiday gifts. We also continued to support our neighbors through Dinner at Your Door, Fare for All, blood drives, and the Panera Bread ministry.

How to Get Involved:

Mission Team:

If you are interested in helping to shape the future of Justice and Community Partnership at Vista or to support the daily tasks needed to continue this work, reach out to Pastor Dan. This Mission Team will begin gathering in April/May to support exploring and engaging in work that seeks justice and community partnership as we live into our role as followers of Jesus.

Racial Justice Working Group:

If you would like to join the congregation's work focused on racial justice and developing a racial justice statement for the congregation, contact Pastor Dan to join in the ongoing work of this working group.

Assets and Building

2021 Highlights:

In 2021 the congregation continued to carefully attend to and improved our property. We put in a new landscaping and irrigation system and improved the sidewalk leading from the parking lot to increase safety. On the inside of the building, we repaired some plumbing issues, installed a new water fountain with a bottle filler, and shepherded the initial steps of the sanctuary remodel.

All of this work helped to create a safe and welcoming environment for not only Vista's staff and members, but also multiple outside groups. We were able to welcome back some of these groups into the building that had ceased meeting since the start of the pandemic: AA, NA, Al Anon, Brass Choir, and more. And of course, we continue to be a safe learning environment for the students of Wooddale Community Nursery School.

As can be seen above in the reports from the Finance Committee, the congregation also stewarded more than just our physical assets. Various pledge and gift drives for Vista and outside groups like Our Saviour's Community Services and STEP invited generosity from this congregation. Through the work of the Mission Endowment Fund and the Finance Committee, Vista was able to give to multiple initiatives in the community, while maintaining the daily activities inside the congregation.

Congregational Actions Needed:

Vote for Approval of Contract with Vandersall Collective:

The Council has approved the spending of \$30,000 from a combination of the Mission Endowment Fund, the Legacy Fund, and the Memorial Fund for working with Vandersall Collective to support the long-term sustainability of the congregation and ensure mission-alignment with all assets and future decisions. This proposal was recommended by the Finance Committee after reviewing proposals from three consultants. Vandersall Collective is a consulting firm that specializes in working with churches and helping them to create sustainable and adaptive solutions for the future of the Church. Working with Vandersall Collective would result in some concrete deliverables related to the Mission Endowment Fund and Finance Committee, support of specific items in the Faithfully Building Together 2-Year Plan, and the creation of a values-based decisions-making tool to be used by all future teams at Vista. The full proposal from Vandersall Collective is included at the end of this report.

How to Get Involved:

Mission Team:

If you are interested in helping to shape the future of Assets and Building at Vista or to support the daily tasks needed to continue this work, reach out to Caleb. This Mission Team will begin gathering in April/May to ensure our financial and property assets are tools for sharing Christ's love and creating spaces and opportunities for others to do the same.

Building Visioning Working Group:

The Building Visioning Working Group will focus specifically on investigating future possibilities for building usage at Vista. If you would like to join in this imaginative and creative work, contact Caleb



Project proposal

Vista Lutheran Church

TO CALEB ROLLINS AND HEIDI ZIMDARS

FROM MIEKE VANDERSALL

DATE DEC 01, 2021

RE STRATEGIC AND FINANCIAL ALIGNMENT

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We work in teams

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Meet our team

Mieke Vandersall

Erin Weber-Johnson

Deliverables

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The starting point

Vista Lutheran Church, a newly merged congregation, is ordering its newly formed life together while asking thoughtful questions around your financial assets, process for making missional/values based decisions, and responsibilities to one another when stewarding them. We hear you wanting to be responsive to the emerging needs of your community, but also be intentional about how you save and how you spend. You want to ensure that your handling of money is in alignment with your values.

The questions you are asking are good and faithful and are perhaps at the heart of your entire identity and unique call to ministry. These are questions that excite us and we are energized exploring with our clients.

This proposal is created to help you clarify your money narratives, to clarify your core values and from those create a strategic filter for decision-making, and to assist in the

creation of financial policies, including endowment and gift acceptance policies.

We work in teams

An element that makes our work unique is that we always work in consulting teams. Throughwork as a team, we are able to enter a depth not possible alone. This reflects not only a diversity of professional experiences, but also life experiences, and provides a much richer, more creative, and more faithful report with recommendations.

We ask our clients to consider their internal team as well. You'll want to think about who has the capacity to engage faithfully in this work, and who needs to be involved and on what level. The creation of the team is indeed an art, and we would provide coaching on gathering the right people with the right skill sets. The team would:

- receive our updates and reports
- provide key input and feedback
- determine how to proceed with any recommendations we provide

This core team could then become the basis of the next steps you take.

In addition, we would ask that you identify one person to act as our liaison. This person helpsus with logistics of arranging meetings and working with core team and will help gather, synthesize, and evaluate feedback.

What we would do

As teams are identified, we anticipate a process of approximately five months. We are available to begin immediately.

Material Review:

To begin to immerse ourselves in the life of the congregation, we would ask that you provideus background materials to review. These include:

- Congregational merging documents
- Organizational chart
- Paid personnel and volunteer capacity
- Previous annual campaign materials
- Giving data for the past three years
- Budget vs. actuals for the past three years
- Anything else you think is relevant

Money Narrative Retreat:

We then recommend beginning with a two-part (4-5 hour) virtual leadership retreat to explore your money narratives. Using a series of interactive, group and individual exercises we excavate early narratives that you have taken along with you, individually, as previously separate congregations, and as a collective body. Through the articulation of these, the leadership will be able to make conscious and informed decisions concerning money and finances.

Retreat Report:

We then would spend time in reflection, culling themes and reflecting back to you what we have heard. This would be reported back to the core group through an additional meeting.

Core Value Identification:

A strategic filter is a set of objective criteria that serves as a rubric for current and future strategic decisions. In your context, the strategic filter may be applied to guide decisions which include, but aren't limited to, missional strategies, endowment usage, budget allocation, building usage, and program evaluation.

The first step in building an effective filter is to understand the shared values and priorities of the community, or your core values. This ensures that every decision answers the essential "why" that reflects the foundation of your mission.

To identify core values, we would develop listening questions. In order to get the right data we don't need to ask a lot of questions, but they need to be the right ones. Once we have the questions clarified, we will create a survey for the congregation to fill out. The survey would be live for a few weeks. After that, our consulting team would analyze the responses and reflect back to you what we are hearing, as aligned with attributes and narrative from the survey and the money narratives work. These values would then be future tested and defined by the core group and the Church Council.

Strategic Filter Creation

We come to this section of our work with a few assumptions:

- In order to build a rubric, one needs to understand the “why” or the foundation for basing decisions.
- For any strategic filter to be successful, congregational leaders need to be trained to utilize it in all areas of missional life.
- Resources will be needed to ensure implementation (human, creative, financial). We would ask what resources Vista Lutheran Church is willing to commit to live into this.
- Dreaming takes courage. Courage is contagious.

Example questions in a strategy filter:

- Does this align with your defined core values?
- Is this unique or does it duplicate others' work?
- Is this financially sustainable through potential gifts or fees?
- Is it sustainable through volunteer support?
- Does it utilize the power of our neighbors?
- Is this consistent with our identity?
- Do we have the internal capacity to begin and sustain this initiative?
- Is it biblical?
- Is it equitable?
- Does it engender passion?
- Is it shared?

- Is it constant?
- Can it be expressed clearly?
- Is it congruent with other values?
- Can it be implemented?

To create a filter, we'll take the core values identified and agreed upon and translate them into a rubric for decision-making. Practice allows for new processes to be tried, tested and improved. After the strategy screen is created and the process for discernment is set, we recommend guiding you through some practice scenarios utilizing the strategy screen. This would allow all leaders to gain a common understanding of how decisions will be made, provide opportunities for transparency to the congregation ("we have practiced using this process and this is what we learned...") and an opportunity to fine tune the process if adaptations are necessary.

Together, we would walk with you so that you have confidence to move forward with boldness in what God is calling you to be and do.

Translation into policy documents

We'd begin by utilizing a comprehensive, best-practice, faith-based organizational check assessment developed by a team of pastors and consultants from Vandersall Collective and an IRS auditor. Following this assessment, we are best able to provide support both in creating infrastructure for healthy financial process as well as necessary policy documents which include, but are not limited to:

- Gift acceptance guidelines
- Finance Committee policies
- Audit Committee policies
- Endowment policy statements
 - Investment policy
 - Planned giving/legacy policies (as needed)

We are able to provide templates as needed, but recognize that process and infrastructure are necessary in order for alignment with core values and missional identity. Thus, we would seek to work on these following the completion of the strategic filter.

Deliverables

- Retreat preparation
- Retreat leadership
- Retreat report
- Review of documents
- Core value identification
- Congregational survey
- Strategic filter
- Strategic filter practice runs
- Identification of financial document needs
- Creation of financial documents
- Regular meetings

Fees + terms

The discounted fee for this work is \$30,000. All work would be done remotely. Full agreement available upon acceptance of proposal.

References available upon request.

Meet our team

We believe that our people are our greatest asset. Below you can find our bios, but beyond the details, we want you to know that we are people who are passionate about the potential of the church to provide spaces of gathering and healing in this broken world, spaces of inspiration and hope, of work and mission. Along with this passion, we bring very particular, unique skills to our work together.

Please read our website for details of our past and current work, but we hope this helps to express the spirit of who we are.



MIEKE VANDERSALL
Principal
Consultant



ERIN WEBER-JOHNSON
Senior Consultant

Deliverables

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2022 Annual Meeting Ballots

These ballots are provided for you to see what the planned votes are for the 2022 Annual Meeting. The voting will occur in the Annual Meeting either online or in person.

Nominating Committee Ballot

2022 Congregational Council

| Council | Name | Term Expires |
|---------------|-------------------------------------|--------------|
| Ed Mohrlant | Executive, Vice President/Personnel | 1/31/2023 |
| John Carlotto | Executive, Treasurer | 1/31/2023 |
| Sylvia Pogoff | | 1/31/2023 |
| Open | | 1/31/2023 |
| Open | | 1/31/2024 |
| Open | | 1/31/2024 |
| Open | | 1/31/2025 |
| Open | | 1/31/2025 |
| Open | | 1/31/2025 |

Executive Committee Positions—are elected from the council for the term of 1 year, dates indicated are terms of council members

Ballot—Election of 2022 Council Members

| Name | Term Expires: End of January of year indicated |
|--|--|
| <input type="checkbox"/> Jana Faust—youth council member | 2023 |
| <input type="checkbox"/> | 2024 |
| <input type="checkbox"/> Emma Todd | 2024 |
| <input type="checkbox"/> Judy Tyrer | 2025 |
| <input type="checkbox"/> Jason Holt | 2025 |
| <input type="checkbox"/> Phyllis Mohrlant | 2025 |

Mission Endowment Fund Committee Election of all Members

| Name | Term Expires: End of January of Year Indicated |
|------------------------|---|
| Linda Jennings (chair) | 2023 |
| Mike McLain | 2023 |
| Carol Fiedler | 2024 |
| Reno VanPutten | 2024 |
| Open | 2025 |

Council President - ex officio member
Pastor - ex officio member

Ballot—Election of 2021 Mission Endowment Fund Member

| Name | Term Expires: End of January of year indicated |
|---|---|
| <input style="width: 20px; height: 20px; border: 1px solid black;" type="checkbox"/> Debbie Olson | 2025 |

**I vote to accept the
2022 Financial Budget
For Vista Lutheran
Church**

YES **NO**

**I vote to accept the
the proposal from Vandersall for \$30,000
to align all Vista assets with our Mission Statement
and give us a strategic filter tool to be used in
future
decisions made through
Council, Mission Teams and Committees.**

YES **NO**