# Federated Church Visionary Action Plan

**June 1, 2021** 







# Letter from our Senior Pastor

When I came to Federated Church, one of my colleagues praised the church using these words:

"This is a praying church, and it's an active church."

I was struck by her pithy and appealing description. I would say that's as true today as it was seventeen years ago. And it says something crucial about who we are.

In our recent rebranding, we came up with what seems to me a brilliant tagline: "Live Your Faith." That's what we seek to be about here at Federated: living our faith.

At our best, we know that nothing is more critical to our faith than maintaining our lifeline to God. This is the internal, spiritual part; it's the praying part. We also know that "faith without works is dead" (James 2:26). This is the external, serving part. So we seek to be about making a difference in the world. We know how vital it is that we connect to others outside of the church; that we care for each other in the congregation; that we put our faith into action. In this report, and with the articulation of our goals, we seek to embody the faith we are privileged to bear and to share. We hope you will find many points here by which you might connect with others at Federated, and reach out to change the world, and deepen your relationship with the Holy One in whose arms we always live. Together, may we live our faith.

Hamilton



# Vision, Mission, and Values

### **Vision**

The vision of the Federated Church affirmed in February 2013 is:

With Christ at our center and surrounded by God's abundant love and grace, Federated Church thrives as a dynamic faith community for this generation and the next by:

- Engaging in extravagant invitation, welcome and inclusion,
- · Fostering faith formation,
- Bringing forth transformational ministries, and
- Sharing our story

Our vision holds each one of us accountable to our own calling and commitment to our faith. Our vision is an invitation to others to join our community as they are in the hopes that we, together, become more like Christ.

This vision statement is intended to capture the congregation's aspiration that we are here to create: a world that sees Jesus.



### **Mission**

The mission of Federated Church is:

"We believe God accepts me just as I am and loves me too much to leave me that way." Federated accepts all people as they are and supports them in the spiritual journey. With Christ we offer hope and healing to change our world.

### **Values**

Living in God's Grace, we value:

**Extravagant Welcome:** We warmly welcome and appreciate all people.

**Wondrous Worship:** We praise and glorify God at the front and center of our lives. We open ourselves to God's call while seeking to create sacred space wherever we are.

**Faith Formation:** We believe God is still speaking. We nurture and deepen our relationship with God, Jesus Christ and the Holy Spirit individually and in community.

**Purposeful Leadership:** We lead, work and serve together as followers of Christ to discern, design, create and inspire opportunities to experience the Divine.

**Responsible Stewardship:** We serve as faithful and generous stewards of God's gifts to us: time, money, talents, church resources and the earth to do God's work in the world.

**Boundless Beauty:** We encourage and celebrate individual and communal expressions of beauty in our worship and surroundings as examples of the Holy elegance of God.

**Transformational Ministry:** Following Jesus' example of love and justice, we seek to transform lives, including our own, through compassionate response, caring relationships, advocacy and active service.



# **Demographic Information**

# **Our Congregation**

Federated UCC has approximately 1,600 people who participate in some way in the life of the community. The most recent records reviewed as a part of this visioning process showed that participants of Federated Church skew older but are diverse in age, with 17% under 18, 35% working-age adults, and 39% of the congregation over 65. 17% of respondent households contain children, and 85% of respondent households contain senior citizens.

Racial diversity remains a challenge. Of the 227 congregation members responding to the question about race 99.56% identified as White (non-Hispanic), and 0.44% identified as multiple ethnicity/other. On the survey, 95.00% identified as heterosexual, 0.45% Gay, 1.36% Lesbian, with 0.91% identifying as bisexual or other. Respondents identified as 33% male and 67% female.

The members and participants of Federated tend to be highly educated, with most people having completed at least some college. Our congregation ranks moderately high in average income: 39% of respondents report household incomes below \$100,00 per year, and 61% report incomes above that mark.

Nine percent of respondents have been members less than 4 years, with 78% being members for longer than 10 years, and only 1%, report joining within the last year.

The majority, or 63%, live within 5 miles of the church, while 25% of respondents live over 6 miles away and 11% over 10 miles away, representing a somewhat geographically dispersed membership. This means it takes most of the congregation 15 minutes or less to get to church. Only 5% of survey respondents live over 30 minutes from the church, and 3% find that travel time to church limits their participation.



# **Our Surrounding Community**

Much in our world has changed since the start of the COVID-19 pandemic. The patterns and practices that had defined community life were changed almost over night. It's still too early to know the deep impact that this experience has had on any of us. In that way, we are going to learn together what life looks like - or needs to look like - as we navigate a pandemic reality. The demographic information that we have used may or not be out of date because of this reality. We've done what we can to validate our data as we have developed this strategy.



We used the following zip codes to explore the demographic trends impacting the church: 44022, 44023, 44139, 44202, 44072, 44026, and 44040. Of the nearly 1600 individuals in the church database, 44% are in the Chagrin Falls zip code (44022) and 22% are in Bainbridge/Auburn zip code (44023), which means 32% of the individuals are NOT in the Chagrin Area.

Based on our Mission Insite research, the general population of Chagrin Falls is projected to remain stable for the next few years. The areas around us are slightly diverse, with 5% identifying as Black/African American, 88% as White, 4% as Asian, and 1% as Pacific Islander, American Indian or Other, and 1% as Latino. This is much more racially diverse than our congregation and points to an opportunity for our future.

The average age in our surrounding area is 44. This is older than the state average. The population is slowly increasing in average age, and projected to have an average age of 45 by 2024, However, two age groups are growing in addition to those over 65. Singles and young families are expected to increase their numbers by 6% over the next 10 years, while preschool-aged children are expected to increase by 2% over the next 10 years. It is worth asking who is meeting the social and spiritual needs of these singles and young families, and in what ways. It may not be ministry we are called to do, but it is worthwhile to do this kind of research in order to have a fuller picture of our neighbors.

Average incomes in this area are higher than the state average and growing. The current average household income is \$140,228 and is projected to increase 10% by 2024.

People in the area are more likely to have bachelors or graduate degrees than the state average.



80% of our neighbors have attended at least some college. Our employed neighbors are primarily white-collar workers, but 22% work in blue-collar professions.

The largest segments of people in the larger area are labeled with categories such as:

- Power Elite
- Booming with Confidence
- Flourishing Families

The greatest beliefs of those in these zip codes focus on tolerance, belief in the community's potential, and faith in the role of the US as a force for good. They worry most about financing the future/savings/retirement, losing weight/diet issues, and fear of the future. Other worries include stress/time to relax, having a satisfying job/career, caring for aging parents, and reaching my goals/being successful. When it comes to churches, they are attracted by warm and friendly encounters, quality sermons, and opportunities to volunteer in the community. Things holding them back from participation, among those who believe in God, are distrust of religious leaders, strict/inflexible/judgmental beliefs, and conflicts in religious communities.

On the whole, the demographics of our area suggest that we live in a community with great opportunities for ministry. The church is well-matched to the community and has the resources to impact the quality of life for people living in the area for good. The question now is how shall we use our time, talents and resources to create a more just world in Chagrin Falls?





# Federated and the Community

The Federated Church has a history of dedication to growing mission outreach in real and relevant ways that serve the community. From the early history of collaboration and merging with other congregations, to the 100-voice youth choir "Joyful Noise" in the 1980s, to the large singles ministry in the 1990s, to the more recent involvement of hundreds of congregants around social justice issues through our Social Justice Advocacy Ministry (SJAM), Federated Church has long been a cog in the wheel of community-wide activities and involvement. We also have a long history of supporting non-profit organizations throughout the community and even around the world, both with money and volunteers. Some of those organizations include Sparrow Village (South Africa), Cleveland Boys Choir, Stitching Hope (Nicaragua), Family Promise, Chagrin Falls Park and Recreation Center, St. Paul's Community Church and Outreach Center, and many, many more. Much



of this support and many of these activities over the years have been centralized around the Family Life Center located in Bainbridge, OH, just two miles away from the main building in Chagrin Falls.

When the Family Life Center was conceived and constructed over twenty years ago, it was done so to meet the needs of the congregation at that time, but also as a site in the community that might broaden our reach. Over the last ten years, the space was being used less often for church activities. Staff, clergy and lay leadership studied "the uses versus the costs" and determined that a change was needed in order to remain fiscally responsible stewards of the congregation's tithes and gifts.

Through the hard work and creativity of many members over the last two years, the idea emerged to use it for true community outreach. The Community Life Collaborative (CLC) is a 501(c)3 nonprofit that was formed as a collaboration with Federated Church to extend active mission outreach, specifically focused on raising awareness and calling for action regarding social justice and environmental sustainability issues. Founded by Federated Church members, the CLC operates as a separate entity with a board of directors and staff, and opens access to funding sources not otherwise available to churches. The CLC's work is just beginning and will be simultaneously finding its path, while additional priorities and action steps for Federated are planned and carried out through its existing and new ministries, and with mission partners locally and around the world.



# Strategic Themes, Goals, and Action Steps

Federated Church's Visionary Action Plan incorporates five themes that are applicable to all our goals. They address foundational elements that are essential to accomplishing our mission and achieving our vision.

The planning process was designed to provide multiple opportunities and channels to hear from the congregation and the community, including surveys, interviews, and discussion forums.

## **Energize Participation**

We are an open, broad-minded and dynamic church. We are diverse in background, age, family situation, geography, and occupation, which leads to widely differing opinions on many issues. Even with our differences, we are all loving people who love Federated Church. We worship, learn, share, and work - all together as one congregation.

Those who are connected to Federated have talents, perspectives, time, energy, interests and preferences that are all essential to our mission. We want to encourage personal involvement by embracing expectations for participation at Federated.

We will do that by encouraging people to attend small groups, encouraging people to become more engaged in community mission, encouraging people to attend celebration and worship events, and encouraging people to offer generous financial support. Yet there is more opportunity than ever before for engaging participants in the life and ministries of Federated Church. We want to be sure we fully live into the moment.

## **Community Engagement**

Federated makes a significant impact in our community; we want to amplify that even more. We believe that people grow stronger in their faith through serving others. We want to work at the root causes of



the issues that challenge our community, all while helping people connect to one another as neighbors and friends.

We also know that we can't do this work in a silo. When we partner with others – faith-based organizations, businesses, and other service providers – our impact is greater. Partners help us improve our outcomes and creativity and enable us to focus on our real goals.

# **Spiritual Deepening**

In our fullest expression, Federated and churches like it serve as "schools of love" where people can come to learn more about God and their relationships with God, one another, and creation.

People in our community are wrestling with profound spiritual questions. Our theology is one that offers the possibility of healing, connection, and maturing.

Making this challenging, we acknowledge that many people seeking deeper spiritual connection may not be seeking that through the institutional church. That does not stop us from imagining how we might engage this opportunity without the historically unspoken expectation that a person joins the church.

## **Congregational Care**

One of the gifts of the pandemic is that we do not take our relationships and connections to one another for granted. We want to be sure that we are fully loving, supporting, and caring for one another as children of God.

Caring for one another is the job of the whole church, not a committee or the staff. Our commitment is that you know that you are loved, welcomed, seen, and nurtured in ways that strengthen the individuals and the church.

### **Financial Sustainability**

We believe Federated has a future worth investing in and a mission critical to our community. Our campus, staff, and programming require investment and funding, especially if we are to maintain our current campuses.

Making this more challenging, church attendance and giving are shifting across the nation. Churches like Federated need to be strategic in planning our financial future.



# Strategic Goals

# **Theme: Energize Participation**

Goal #1: Everyone knows their participation at Federated is valuable and desired.

#### What We Are Committed To:

- Personalized and intentional communication to all members, visitors, and friends,
- Greet each other by name, introduce people to each other, know and ask about families, health, hobbies,
- Cultivating a culture of gratitude by thanking people for calling Federated, for being at Federated, ed, for being a part of Federated,
- Follow up on all concerns until resolved; pass along thank you messages to recipients, recognize and display gratitude in group settings,
- In addition to our commitment to being an Open and Affirming congregation to all people; we are also committed to the UCC's call to be an anti-racist church.

#### **Action Steps:**

- Invigorate our welcome to new residents in greater Chagrin Falls, Bainbridge, Aurora, and other communities,
- Incorporate into the membership class the hope that members will greet participants in worship and other programming,
- Formalize the Worship Ambassadors to emphasize creating a culture of welcome,
- Continue investing in anti-racism conversations and training.





# Goal #2: Create awareness of the values of Federated Church and the opportunities for participation through our ministries, activities, and services.

#### What We Are Committed To:

- Modeling our inclusive, welcoming values through our ministries and members,
- Creating "brave" space for participants and partners to bring their full selves into relationship with the church,
- Ensuring that participants in Federated Church have access to ways to get involved and people with whom to connect,
- · Publicly speaking about our shared vision, mission and values in congregational gatherings,
- · Continuing to develop and recruit new lay leadership in all areas of church activity,
- Encouraging members and participants to invite non-member friends and guests to become part of our loving community.

#### **Action Steps:**

- Expand the teaching in our membership class to include specific attention to our vision, mission, values and ways to become engaged,
- Develop Marketing and Communication plans that are both internally focused for participants and externally focused for the wider community by June 2022,
- Use the gift of our music program and staff to host programs and events that connect with the broader community,
- Expand our partnership with community organizations who might offer programs or service opportunities in alignment with our priorities,
- Develop, encourage, and recruit new lay leadership in all areas of church activity.

#### Goal #3: Shape a staff team driven by vision, collaboration, and connection.

#### What We Are Committed To:

- Supporting the staff of Federated Church in their work to provide vision and leadership to our church and congregation,
- Encouraging the continued professional development of our staff in their areas of expertise and interests,
- Recognizing the collaboration between lay leadership and staff to live out the mission of the church,
- Honoring that sometimes our staff ask us to change, risk, grow and deepen ourselves and our ministries as part of their role we see that as a gift they offer us and welcome it.

#### **Action Steps:**

• Hire an associate pastor who sees a vision for our congregation based in community, connection and a challenge to fully "live our faith,"



- Ensure that the job descriptions and positions of each staff member are clear, actionable and empowering, and reflect the priorities of the church,
- Assess and decide whether we need new roles and skills to deliver the VAP.

# Goal #4: Expand virtual engagement in worship and with other activities of Federated

#### What We Are Committed To:

- Expanding digital offerings and opportunities for engagement for people regardless of geographic location,
- · Offering excellent online experiences at the highest professional level,
- Treating online gatherings as spaces of equal value to in-person spaces.

#### **Action Steps:**

- Continue to enhance online worship,
- Create digital opportunities for outreach and service,
- Continue to enhance opportunities for online giving and ongoing investment in Federated Church.



# **Theme: Community Engagement**

Goal #1: Leverage the many "doors" of Federated activities for people to get to know us and each other by welcoming the wider community into a relationship with Federated Church.

#### What We Are Committed to:

• Sharing our inclusive, progressive voice in the "public square" (i.e. community meetings, op-eds, interviews, advocacy events. etc),



- Encouraging the staff and members of the congregation to name their connection to Federated Church when engaged in community ministries,
- Investing in ministries that support improved quality of life for people living within Chagrin Falls and the surrounding communities.

#### **Action Steps:**

- · Invest in publicity in local papers and media to highlight our activities to the wider community,
- · Increase our involvement in community collaboration through the Chagrin Falls Village Council,
- Incorporate into our communications/marketing plans opportunities to publish opinion pieces and/or news articles about issues we care about or opportunities we offer,
- Invest in social media channels that connect with the people in the area,
- Schedule concerts and other community events to invite people into the life of the church.

Goal #2: Deepen the relationship with the Community Life Collaborative (CLC) as a center for social action and environmental justice and as an expansion of our SJAM ministry.

#### What We Are Committed to:

- Acting and advocating for social justice, environmental justice, interfaith collaboration, and equity,
- Using the unique ministry partnership with the CLC to expand access to the community around the Family Life Center for the sake of fellowship and service,
- Amplifying the programming of the Community Life Collaborative to expand engagement and participation in the ministries of the church, especially SJAM.

#### **Action Steps:**

- Host community events at Bell Street or FLC to bring the community in the village into contact
  with the church (e.g., outdoor worship, concerts, plays, youth events, ice cream socials, Rally Day
  with fire and police departments),
- Continue to promote and support the vision and activities of SJAM as an integral experience of service in the church,
- Sponsor, advertise and participate in CLC Events.

Goal #3: Develop and deepen partnerships in alignment with our vision, mission and values that benefit each other and the wider community.

#### What We Are Committed to:

• Investing in efforts that focus on creation care, environmental and social justice, and community transformation,



- Nurturing deep partnerships with communities of other faiths as well as ecumenical connections,
- Working in strategic partnership with organizations and leaders to scale our community transformation impact in the area.

#### **Action Steps:**

- · Expand our partnerships between our Joy / Group kids and other community youth activities,
- Increase engagement with Chagrin Arts, Braver Angels, AA groups, environmental agencies, and the Lake Erie Watershed, to name a few,
- Ensure that improvements to the building are environmentally thoughtful to the best of our ability,
- Ensure collaborations, outsourcing and vendors align with Federated values.

# **Theme: Spiritual Deepening**

Goal #1: Provide opportunities for people to deepen spirituality through meaningful connections to the arts, movement, nature, service to others, etc.

#### What we Are Committed to:

- Nurturing the deepening and maturation of our spirits,
- Providing moments of "awe and wonder" through engagement with art, movement, nature and service,
- Encouraging participants to explore their own spiritual journeys with support and guidance as needed.

#### **Action Steps:**

- Expand and revamp our Tributaries program to offer a wider range of opportunities,
- Offer adult spiritual retreats, like Colorado experience, or intergenerational retreats,
- Expand yoga offerings, contemplative prayer, meditation guidance, and other practices to encourage spiritual deepening and body-connection for participants,
- Partner with local arts organizations for the purpose of shaping provocative and meaningful moments for reflection.





# Goal #2: Expand and create new small groups to experience the Spirit of God and explore aspects of spirituality around topics and/or life stages.

#### What we Are Committed to:

- · Cultivating spiritual and intellectual deepening through conversation, learning, and community,
- Honoring the gifts of each stage of life for what they can teach us individually and as a congregation,
- Exploring topics relevant to the world in which we live through the lens of the progressive faith we hold in the UCC.

#### **Action Steps:**

- Redesign our spiritual and contemplative activities as hybrid experiences for greater access,
- Recruit people interested in leading small groups in various spiritual exploration topics.

Goal #3: Provide opportunities for youth, older adults, families, etc. to be on a path of faith formation that aligns with and meets the needs of their place in life.

#### What we Are Committed to:

- Recognizing and celebrating faith formation milestones (baptism, confirmation, etc.) by the larger congregation,
- Allowing for differing stages of faith formation to occur that may not be age-typical,
- Encouraging the spiritual maturing of individuals at the pace that is right for them,
- Embracing a mindset that we are nurturing a holistic way of Christian life rather than a "Sunday-only" faith.

#### **Action Steps:**

- Create and publicize internships with local college students,
- Redesign Senior/Youth Program to action-oriented participation program: Youth alternate weeks for Service Project, Spiritual Discussion, Worship Discussion, Serve within Church,
- Connect with student groups at local schools to encourage collaboration in shared service projects,
- Create classes for adult new members about the sacraments of the Church,
- Create additional milestones for adults and seniors to recognize faith formation.

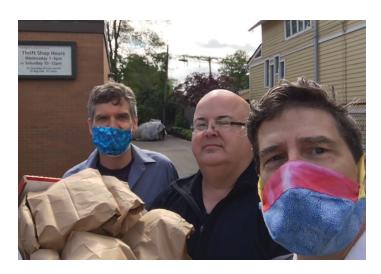
# **Theme: Congregational Care**

Goal #1: Ensure that every person in the congregation experiences life-giving connections to others through individualized and intentional communication and contact.



#### What We Are Committed to:

- Helping each other to discover what is fulfilling for each person, and communicating opportunities that are available,
- Encouraging members and participants to "jump in" and seek connection with others in the church,
- Creating a "brave" space where people are comfortable to come just as they are while respecting the reality of where others may be as well,
- Providing a welcome space for single-person families.



#### **Action Steps:**

- Conduct intake interviews with existing members to discover areas of interest and have group leaders follow up to engage each member,
- Recruit leaders to start new small groups to address common interests/needs,
- Connect a partner family/person for each new member that will maintain regular contact during the first year of membership,
- Begin and publicize weekly zoom meetings for listening and prayer,
- Offer a book/Bible study in a member's Senior Living Community.

Goal #2: Ensure a consistent and direct means of meeting and following up with those who visit any service, program, or event for the first time.

#### What We Are Committed to:

- Understanding that extravagant welcome is for all meetings and gatherings, not only a Sunday service.
- Building management and engagement systems that are people-focused and have care as their focus,
- Doing all we can to communicate our concern, appreciation and care for members and participants alike.

#### **Action Steps:**

- Expand Ambassador program to serve other events besides worship services,
- Assign a point person for each event, to provide information to the office and make a phone call/send an email.



# Goal #3: Provide opportunities for people to live their faith through service that deepens their own relationships while providing care for others.

#### What We Are Committed to:

- Helping people know one another as neighbors, friends, and members,
- · Facilitating trusting relationships between people that provide support, fun, and connection,
- Promoting service to one another as a high theological commitment of our church.

#### **Action Steps:**

- · Expand upon Angel Ministries by engaging Youth to fulfill tasks for congregants,
- Incorporate a service opportunity once a month during the fellowship hour (e.g., bake cookies, for St. Paul's, create care packages for homeless stand-down or college students),
- Build reciprocal relationships with recurring local and global service groups/nonprofits.

### **Theme: Financial Sustainability**

Goal #1: Ensure the sustainability and long-term vitality of Federated Church through the alignment of our assets to enable a dynamic ministry and meet the needs of the current and future congregation.

#### What we Are Committed to:

- Designing a financially sustainable future for our congregation that honors our mission,
- Making the hard decisions of staffing, structures, campuses and investments in a spirit of love and concern for the congregation and community at large,
- Investing in opportunities that expand our vision, mission and values.

#### **Action Steps:**

- Design a leadership culture that frees the programming staff, clergy, and congregation to focus on ministry over management,
- Where it is financially reasonable, use/switch to environmentally responsible, sustainable materials in building maintenance,
- Where it is financially reasonable, use/switch to socially responsible vendors (e.g., financial institutions, etc.).

Goal #2: Create awareness and provide opportunities for the wider community to invest in the ministries of Federated Church.

#### What We Are Committed to:

 Being a community leader and example in serving the needs of the community through our ministries,



- Investing in generous relationships based on shared mission rather than transactional expediency,
- Understanding ourselves as part of a broader collaborative network working for the common good in Chagrin Falls and beyond.

#### **Action Steps:**

- Publicize Generosity Moments in the local papers and media,
- Create new and publicize existing service projects as opportunities for giving, within the congregation and community,
- Extend and develop fundraising opportunities to support missions activities in which non-Federated people could participate.



Goal #3: Provide diverse giving opportunities that invite year-round generosity and giving of time, talent, and financial resources from in-person and virtual participants.

#### What We Are Committed to:

- Understanding that generosity is an approach to faith that should be encouraged in all of us all the time,
- Honoring that people give to issues, causes, and ministries that align with their sense of personal values and mission,
- Helping people see that giving to Federated Church is a powerful way to live their values and mission in the community and world,
- Recognizing the different ways that people wish to give, including through service.

#### **Action Steps:**

- Reach out to those who have not given within the past year to provide giving information and new membership definitions,
- Encourage members and participants to use electronic/online giving for their offerings
- Explore fundraising opportunities that generate money as well as build new relationships and connections among people,
- Identify and approach people in the community who may wish to invest in the endowment or other special ministries of the church,
- Take advantage of holidays such as Giving Tuesday and Christmas to connect with community members for gifts and donations.



# Visionary Action Planning Process

A disciplined multi-month process was followed to develop the Federated Church Visionary Action Plan. In February 2020, a seven-member Visionary Action Plan team was convened by the Church Council to undertake this work. The members of this committee represented a broad cross-section of the congregation. Federated Church also contracted with Rev. Cameron Trimble of Convergence to facilitate the process.

The key question for Federated Church was: **What should our priorities be over the next three** years to fully live into the vision and mission we believe God is calling us to embody?

#### The Visionary Action Planning Process consisted of three major phases:

- 1. Organizational Assessment A fact-driven and detailed assessment of the congregation and our community through an online survey to members, interviews with key congregational leaders and interviews with community leaders.
- **2. Strategy Formulation** Working with our Visionary Action Planning team, we identified strategy options, resulting in a strategic framework to guide the congregation: mission, vision, themes, goals and values.
- **3.** Congregational Creative Solve Session Based on the themes we identified, we invited congregation members to help us consider new approaches to ministry in those areas in a 2-hour online strategy session.
- **4. Visionary Action Plan Development** We drafted a Visionary Action Plan that explains our mission, vision, themes, goals and values.

With the completion of the Visionary Action Plan document, we bring this phase of the process to a close. The plan will be submitted to the Church Council for review and approval. Once approved, the Visionary Action Plan will be delivered to the congregation through a series of congregation-wide conversations. Based on the feedback we receive in that process, we may complete one final edit.

After the final approval from both the Church Council and the congregation, the Visionary Action Plan will be sent to each ministry area to serve as a guide for their planning in the next three years. We ask



that each ministry team submit to the Church Council their action plans which will be aggregated into a new document called a "Tactical Implementation Plan" useful in guiding the day-to-day work of each team and the wider staff.

This Visionary Action Plan is offered as the initial version of a document that will evolve over time, as project planning information and specifics are developed through the work of various committees in conjunction with their associated staff.





# Conclusion

We at Federated have a thrilling and joyful future ahead of us. We have the unsurpassed privilege of energizing participation in a vital community of faith here in the Chagrin Valley. We get to engage the wider community in this center of blessing, to deepen our connection to the Giver of life and love, to care for each other, and do it all in a financially sustainable way. What could be better! Let's bask in the grace of God and let's live our faith!

