

Church of the Open Door • Where We've Been, Where We're Going

# Kingdom Next

www.thedoor.org



## The Road Map: Our Vision

### Relationship with God

*Our first priority is to live as the beloved of God.*



### Kingdom Influence

*We will influence others to seek Him, attracting them by our living example, and caring for the body, mind and spiritual need of others – especially the overlooked.*

### Formation

*We will seek an intentional process of formation that leads to changed lives.*

### Future Generations

*We will mentor future generations of Open Door and release them to shape the church's vision in the future.*



## Changing Lanes

Three years ago, the bus we're on rolled up to our permanent home. We were a nomadic church for nearly two decades.

"In our moving around years," said Senior Pastor David Johnson, "we didn't have a sense of community. Now we have a permanent place and a presence. We even have a sign – a sign on a rock. We all knew that the building was never meant to be the dream, but one of the things I remember was how exciting it was to finally be in a permanent home with a community to call ours."

The transition from renters to owners left us with questions like, "where are we going next?"

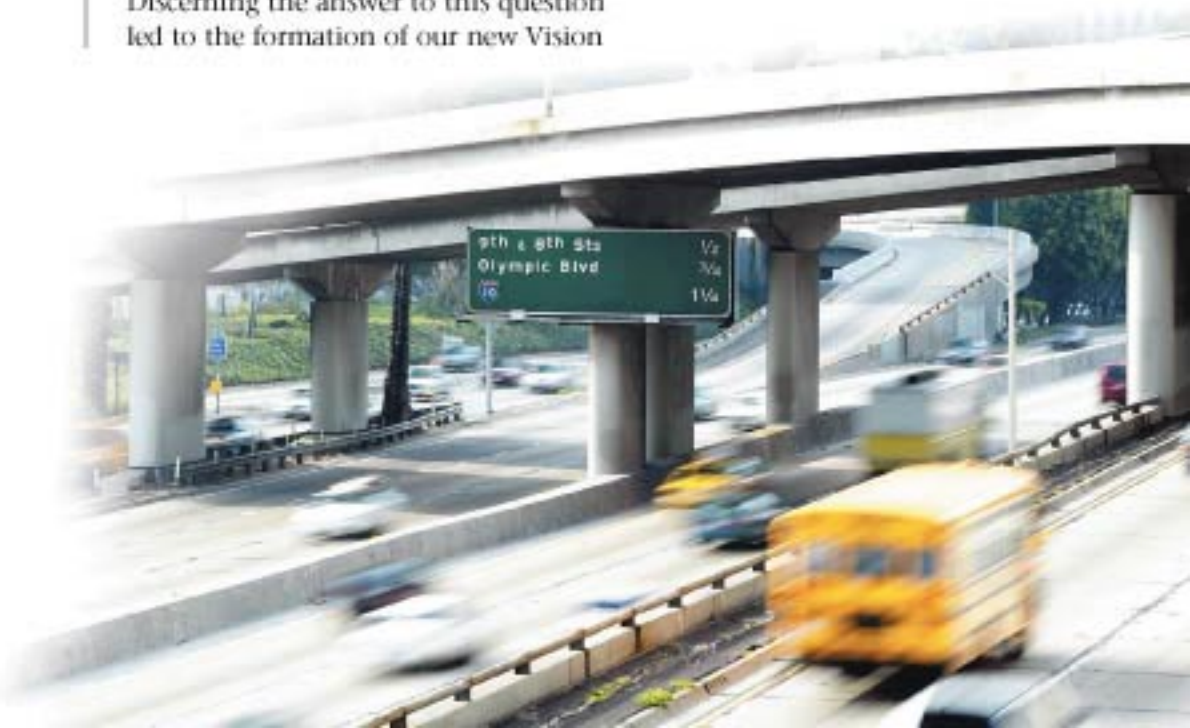
Discerning the answer to this question led to the formation of our new Vision

that was announced last year: *Living as the Beloved of God* to produce a *Kingdom of God Influence* in the community and culture which will require *Authentic Transformation* that we can then pass on to the *Next Generation in Christ*.

While we are excited about the new Vision, its implementation over the last year brought about great change: the seating on the bus was rearranged when roles and leadership changed, some staff moved on to other things, and many new faces have joined us.

Change is ongoing – its part of our culture and where we are as a church.

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## Driving into a New Season

**W**e are in the beginning of a new season. Even seasons that bring good things, bring change: like getting married, having a baby, getting a new building, or embracing a new Vision.

Historically, seasons at Open Door have lasted 7 to 10 years. The season from 1987-1992 was marked with an entrepreneurial-spirit and yielded rapid growth. From 1993-2003 was a season of pioneering uncharted land for a permanent home. We are now in a new season which began in 2003 as occupiers of our new home.

Each season requires a leadership structure to meet the needs of the organization. While the former leadership structures suited us well, we've simply outgrown them. Corporately, our needs changed when we moved from renters to owners to occupiers.

The entrepreneurial season had a leadership structure comprised of twelve unique departments. While each department generated creative ideas for ministry, the structure began to implode when processes and structures were needed to manage the rapid growth. This led to the next season.

In 1993, Executive Pastor Keith Meyer was added to oversee the leadership structure, manage the growth, care for the core membership, and make plans to find a permanent home.

As occupiers of our new home, Keith and the Governing Board met with church consultant, Don Cousins, to discuss our corporate structure as it relates to the organizational needs and new Vision. It was evident that the staff was aging and there was a need for succession planning. We needed to prepare for the future with different voices in leadership and from the pulpit – voices for the future.

From this, the Executive Management Team, the E-Team, was formed. This team structure blends the very best of the preceding two structures because it encourages the entrepreneurial-spirit and cares for the whole.

Comparing this team-based approach to the first two structures, it is small enough to process "whole-church" issues together and takes the mantle of decision-making off the shoulders of one individual. It better integrates the Senior and Executive Pastors into the leadership community and spreads the staff reports equally.

Above all, the E-Team purposes to make unified decision that guard the whole more than the individual ministries. So no matter who takes

the wheel, the bus will be driving in the same direction.

### Who's Driving?

"So who's driving this bus we're on?" one may ask.

Ultimately God is the one leading us on this journey. Yet He's given us tasks to do, such as driving the bus, and make decisions along the way. These tasks and decisions are made by many leadership teams – each with a unique function.

One of which is the Governing Board whose role is to listen for God's direction and lead the church in that direction through prayer, policy development, staff and laity empowerment, and by example. They are responsible for defining the Vision and Values and monitoring the performance of the Senior and Executive Pastors.

Another leadership team is the newly formed E-Team. Its mission is to strategically align our staff, ministries, and programs to the Vision and Values set forth by the Governing Board. The goal is to help us become more cohesive and integrated as a church to steer us in the direction God is calling us.

Other leadership teams include the Pastoral Team, Lay Ministry Leaders, and Open Door Staff. The hope is that the drivers of this bus called "Open Door" will be leading us in the same direction – united in purpose.

### Meet the E-Team

Churches our size are generally comprised of three key areas: administration, weekend worship, and pastoral ministries. The six members of the E-Team reflect this with Bob Guck over administration, David Johnson over the teaching of the Word, Terry Steinmeyer over Weekend Worship, and the pastoral area covered by Al Schuck with Adults, Wendy Hanson with Youth and Kids, and Keith Meyer over the Open Door staff and areas of Global and Metro Impact.

The E-Team is made up of seasoned staff as well as younger staff who

*"The primary goal of the E-Team is to create systems and structures to become more cohesive and integrated as a church."*



have tremendous giftings and the capacity to take on the mantle for years to come.

### Drivers of the E-Team:

Keith Meyer has been the Executive Pastor at Open Door for the past 12 years. He was brought on board to care for the core membership and launch plans to find a permanent home. Keith is thrilled to share "whole-church" decisions with a team. He enjoys the community the new leadership team brings to his role as Executive Pastor.

David Johnson has been the Senior Pastor at Open Door since 1980. He has experienced many transitions at Open Door over the years, from a church of 160 attenders to the mega-church size we've become. Through it all his passion for God's written Word has been taught to thousands who are thirsty to hear about God's amazing grace both from the pulpit and on the air waves of the "Growing In Grace" radio program. David views the E-Team as an opportunity to put into practice our fourth Vision point – mentoring future generations – to the new members of the team.

Bob Guck has been with Open Door for ten years as the Business Administrator. He combines a business mind with a cultural sense of "where we've been" and "who we are" as a place of God's amazing grace and healing. He desires to build an infrastructure that reflects this and supports "where we're going" next. Previous to his involvement with Open Door, Bob brings 17 years experience as Executive Vice President of a Christian residential drug rehab program. The breadth and depth of his background includes: administration, human resources, staffing, leading laity, church planting, and serving on administrative boards. Bob is a natural facilitator to navigate through this transition and brings a sense of stability and balance. He is the anchor of the team as they build a solid foundation for

future generations.

Al Schuck served as Youth Pastor for ten years with Open Door. Last May, he sensed God calling him to something new. He prayed, discerned, and wondered, "is that something new, somewhere new?" Around the same time, Pastors Dave and Keith approached Al and asked him to consider moving from Youth Pastor to Adult Life Pastor. This new role has led Al into a new type of leadership – shepherding people and executive management. He is excited and challenged by this heavier mantle of responsibility. Al spent the last four months listening to lay leaders, staff, and members of the Open Door community to develop a plan and structure for Adult Life. He desires to be a trusted leader in relationship with the staff, laity, and Open Door community.

Terry Steinmeyer is the Worship Arts Director. He began with Open Door seven years ago as Production Manager. Terry brings a music industry background that includes performing arts and managing behind the scenes. He values creativity and organizational structure and desires to find the balance in managing both. Terry has a passion for people and a deep desire to succeed on behalf of others. His creativity includes planning worship services and video production.

Wendy Hanson has been with Open Door for nearly five years and has worn every hat in the Kids' Ministry. She is currently the Family Life Pastor. Wendy recalls when she first listened to the teaching at Open Door, "I was amazed at how similar my journey was to others here.-It felt like I was home. There is a hunger to see the Kingdom of God in our daily lives. Even when we fail, the One who calls us the beloved will carry us and challenge us further.-This is

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*"It's of utmost importance to me that we spend the juices of our lives on the things that matter most to God – loving people, especially the overlooked."*  
–David Johnson



David Johnson  
Senior Pastor



Keith Meyer  
Executive Pastor

*"I am most interested that we mature as disciples of Jesus and live that out by loving people with God's love so that they love others themselves."*  
–Keith Meyer

*"It's important to me that we are wise stewards of our finances, building space, and have a well running infrastructure in place, but it's also important to do this in a way that reflects our values."* –Bob Guck



Bob Guck  
Business Administrator



Al Schuck  
Adult Life Pastor

*"It is my passion that we have three-basic essentials in our lives: significant relationships, meaningful experiences, and consistent practices. It is in the context of these that transformation happens ... that we become fully alive!"*  
–Al Schuck

*"My desire is to love God and people more; to encourage others to come on this journey; remember that we are His; and further God's Kingdom by passing it along to the next generation."*  
–Wendy Hanson



Wendy Hanson  
Family Life Pastor



Terry Steinmeyer  
Worship Arts Director

*"When creativity and structure unite, it is very powerful. Guided by that thought, I am optimistic about bringing this to our weekend worship services and our communications to glorify God and advance His Kingdom."*  
–Terry Steinmeyer



where “this bus” is heading and I am thankful to be on it.”

### Unity of Purpose

The E-Team is excited about its intentional desire to be one – united in purpose, fostering a spirit of love for one another and building high-trust relationships with each other. Members of the team bring themselves to the table and lay down their ministries for the well being of the whole.

As the E-Team relationships form, there is a united commitment to build trust and unity into the structure. Leadership Catalyst plays a huge part. This team-building tool fosters high-trust relationships that are built on openness, honesty, and authenticity to help move from transparency into vulnerability. Members speak truth to one another in love and walk alongside each other through the process of transformation. This is birthing a greater level of support.

Keith Meyer said, “We have a dream of being an open and honest team where we can challenge each other and speak into each other’s lives and ministries.” The E-Team purposes to lead the Open Door community by example in the areas of building trust, unity, and love for others.

### Running the Diagnostics

“Why are we stopping here?” many are asking.

“Now that we are occupiers, it’s time to rebuild the church inside the building. We are in a time of transition and adjustment for where we are going in the long-term,” Bob Guck said.

For our bus to get where God is calling us to go, the E-Team realized the need to take a thorough look at the engine. During this phase, a freeze has been placed on new programming to make time to assess if what we’ve been doing still makes sense for where we are going next.

While most of the restructuring phase has been completed, the E-Team will move into the planning phase this fall with a three year implementation process beginning next year. Changes that have been made will start to become apparent in the coming year.



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### Tuning the Engine

With a bus holding over 5,500 people, how do we keep everyone informed? Where can those on the bus share their thoughts, questions, concerns, and ideas?

Two-way communication is vitally important. It is through listening and learning to many lay leaders, members, and staff that the E-Team identified four areas where the engine needs tuning: improving communication and connection, reducing bureaucracy, completing what is started and finishing well.

#### Communication

We’ve learned that there is a felt need to improve communication between leadership and Open Door staff, lay leaders, members, and attenders. The E-Team is developing ways to listen and learn to what is on the hearts and minds of the Open Door community.

Part of the communication breakdown is evident in planning. The E-Team desires to effectively look ahead and plan in hopes to be more proactive.

#### Connection

The E-Team is developing ways to improve connected relationships between Pastors and lay ministers; ministries and Pastors to the membership; and leadership to staff. We desire to learn what God is doing in ministries and support and encourage the lay ministers.

#### Processes

As the organizational needs change, our processes and structures need to adapt so that we can be a good steward of our resources, time, and people. Existing policies and processes are being assessed on an as-needed basis. The E-Team is looking at ways to make policies and guidelines simpler, consistent,

and rational – that our policies serve the ministries not the ministries serve the policies.





## Getting things done and finishing well

With half as many members on the new leadership team, they are able to make decisions quicker. The team-based approach means that decisions are made together in alignment with the Vision and Values to help us finish well.

All four points weave together: improving communication between leaders and the Open Door community of staff, lay ministers, and members; building connected relationships; developing effective processes that make sense with today's needs; and effectively plan ahead to help us finish what we've started and finish well.

The E-Team covets your prayers during this next phase of planning as they seek to:

- Preserve the foundation of grace and healing as we "rebuild the church inside the building".
- Develop systems and structure and preserve a creative entrepreneurial-spirit.
- Find simplicity in a complex organization.
- Be a church that can adjust to change in response to the moving of the Holy Spirit and remain sensitive and flexible.

## Where are We Going?

What direction is this bus headed? Where are we going next? We already know our Vision, but where are we on this journey? There are many places we could go.

As God leads us on this journey, where we end up matters, but He is also interested in what kind of people we become and how well we love others along the way.

This time of transition gives us the opportunity to press into God in authentic community to transform into the kind of people we need to become to fulfill the Vision.

Our Values show us how to do life together. For instance, as we are authentic with each other and participate with the Holy Spirit to be transformed into Christ-likeness, we move from transparency to vulnerability – individually and corporately. That vulnerability allows others to walk with us and speak into our lives – even in our weaknesses. This is the authentic community Jesus and the apostle Paul talked about in the Bible and it's the kind of authentic community the E-Team is building as they lead us by example.

The road map of our Vision shows that our bus is going to the least and the lost in our community and beyond. While we travel in this direction, we can become transformed in Christ's love and grace, which will be evident through our lives as we serve others.

When we learn to live as the beloved of God and experience His amazing grace, we don't have to wear a mask and hide. Thankfully God's spirit can heal us, refine our character, and bring us together as a community when we choose to participate. All of us need the cross and we all need it every day to influence people with God's love, grace, truth, and life. Becoming a different kind of people takes time.

"We need to become the kind of people that give God's amazing grace to those who don't deserve it any more than we do," says Pastor Dave. Giving away God's life and loving others as Jesus did in our community and world is what our Vision is all about.

Passing down this life in Christ to the next generation is much like a cross-cultural experience. We need to listen to and learn from the next generation as we lead them, walk alongside them, and be accessible to them.

All of this speaks to where we believe God is calling us to go and who we believe God is calling us to be. We might not be there yet. But it's where we want to go, and it's where we think we are headed.

## How we do life together: Our Values

### Be Filled: Dependency

*We are utterly dependent on God and need His presence to indwell us in order to experience His grace and mercy and to glorify Him.*



### Be Real: Authenticity

*The amazing grace of God frees us to live honest, loving, and fearless lives.*

### Belong: Community



*The amazing grace of God requires and enables us to live connected with others in on-going relationships, knowing, accepting, and challenging each other to grow.*

### Become: Transformation

*The amazing grace of God compels and empowers us to pursue change and growth in the character of Jesus – the best possible life.*

### Be Called: Partnership

*The amazing grace of God invites and equips us to serve with Him and others in doing His wonderful works.*





**KINGDOM NEXT** is a publication of  
Church of the Open Door

Senior Pastor: David Johnson  
Executive Pastor: Keith Meyer  
Communication Arts Director: Cyd Haynes  
Editor: Jennifer Klitzke

*"To go where God is calling us,  
we need the supernatural power  
of the Holy Spirit to lead us,  
transform us, and empower us."*

## Fuel for the Next Run

**T**o go where God is calling us to go, we need fuel: the supernatural, life-giving power and gifts of the Holy Spirit.

Individually and corporately, we need the supernatural power of the Holy Spirit to lead us, heal us, empower us, encourage us, teach us, transform us, and renew us to become a people of God's amazing grace, and a people of sacrifice, love, and prayer. This is why we have been studying "The Spirit" for the last few months.

We're excited about where God is leading us and who He's shaping us to become in this new season. Together, let's partner with the Holy Spirit as one united body in Christ. Let's celebrate our differences and apply the Values to our lives so that we can become the people we need to be to fulfill the Vision - for this generation and beyond.

So climb aboard for the next run of our journey together. ■

