

**Good Shepherd Lutheran Church 5 Year Strategic Plan
2009 - 2013**

GSLC Council

November 2008

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Dear Brothers and Sisters in Christ,

Thank God for Good Shepherd's 25 years!

Our Lord has formed us into a vibrant faith community where the Spirit of life is evident. We have been given a powerful mission, called together in Jesus' name to BELIEVE, BELONG, and SERVE. How commendable it is that we seized our silver anniversary to extend our mission. \$250,000 outside our congregational budget to support eight evangelism and outreach goals! God in Christ used us to undergird Joy of Discovery Lutheran Church, to build a Habitat House, to forge new leaders in the church with three seminary internships, to partner with PLM Families Together and Wake Interfaith Hospitality Network, to furnish an apartment for persons with developmental delays through the Serving Cup, to deepen our shared mission with the Mnene Parish in Zimbabwe and to extend ourselves for the Costa Rican Lutheran Church. Oh how we have been used.

Thank you, Lord!

Where is God in Christ now taking Good Shepherd Lutheran Church?

Enclosed you will find our Strategic Plan: Guided by God's Hands, 2009-2013. Our parish leadership believes this is where God is leading us. In this plan are some huge stretches for us. To reach these goals will demand much faith, faith that our Lord will guide us. In that sense, a strategic plan envisions a future richer and fuller than our current life. Together let's seize the gifts ahead believing that our Lord not only expects our best, but will grant us the joyful privilege of bearing His name into the future.

Finally, I encourage us to pray over these new directions for our ministry. Here's a suggested prayer from Evangelical Lutheran Worship:

O God, you have called your servants to ventures of which we cannot see the ending, by paths as yet untrodden, through perils unknown. Give us faith to go out with good courage, not knowing where we go, but only that your hand is leading us and your love supporting us; through Jesus Christ our Lord. Amen.

Together with you I am a servant of Christ,

Pastor David Sloop

Summary

Where is God now taking Good Shepherd Lutheran Church?

With input from the congregation, the Council engaged in a 5-year strategic planning process to prepare a direction as we launch into our next 25 years. This effort resulted in 5 core themes that make up our ***Guided by God's Hands*** plan. The following is a summary of the key goals for each core theme:

- ***Shaped Through Worship***
 - Grow our weekly worship participation
 - Increase diversity in worship and music
- ***Forged by Faith Formation***
 - Develop a culture of bible fluency, prayer and spirituality
 - Develop a retreat and conference ministry
- ***Called to Embrace***
 - Develop a comprehensive process for gift discovery and leadership development
 - Equip ourselves for evangelism in our neighborhood
- ***Sent To Serve***
 - Add a Mission Ministry Director to our staff to support our core ministries and develop new ministries
 - Build future leaders for the Church by continuing the internship program on an annual basis
- ***Giving First Fruits***
 - Increase our annual giving by 1% of household income each year
 - Conduct a campaign to eliminate our current building debt

Background

In 2004, a special task force, the Leadership Ministry Team (LMT), was established by the GSLC Council to evaluate the organizational structure of the church staff, the Council, and our Ministry Teams. As a result of the work by the LMT, several recommendations were proposed in 2005 and adopted in early 2006:

- Five key ministry areas were identified with each area to be led by a member of staff
 - Congregational Life
 - Faith Formation

- Liturgical Life
- Mission Ministry
- Resource Ministry
- The Council was reduced in size to 7 voting members plus a Secretary and Treasurer
- The Council responsibilities were identified as a focus on the Mission, Vision and Objectives of Good Shepherd, oversight of fiscal management, oversight of staff and facilities, leadership development, and status reports to the congregation
- Ministry Teams plan and operate within their areas of responsibility using annual objectives to identify areas of focus

Since early 2006, we have endeavored to live out the recommendations of the LMT. Staff leaders embraced new areas of responsibility: Congregational Life is led by Pastor Jennifer Lutz, Faith Formation is led by Pastor David Sloop, Liturgical Life is led by Carol Henderson, and Resource Ministry is led by Paul Phillips. A Mission Ministry Task Force was established early in 2008 to evaluate organizational needs and opportunities within mission and outreach. Their recommendation was approved by the Council and is included in this document.

Since restructuring in mid 2006, the Council has focused much attention on the strategic vision of Good Shepherd. The current Vision, adopted in 2007, is aligned to our Mission and provides direction for Ministry Teams as they plan annual objectives. In early 2008, the Council launched a 5-year strategic planning process to outline a direction for our future as guided by God's hands. The result of this work is outlined in this document.

Our Mission

- Believe** in Christ, “Love God First”
- Belong** to Christ’s family, “Develop Individual Ministries”
- Serve** as Christ’s family in the world, “Be Christ to Our Neighbors”

Our Vision

- Believe** For the Glory of God, every person is actively involved in faith formation, deepening our relationship with God by:
- Forming and renewing our faith in worship
 - Embracing our heritage and faith as Lutherans
 - Nurturing Christian education and faith development
 - Equipping disciples for ministry
- Belong** For the well-being of the Church, every person is actively involved in connectedness, deepening our relationship with each other by:
- Developing and nurturing our faith community
 - Growing and supporting our youth and children’s ministries
 - Encouraging open dialogue among staff, ministry leaders and members
 - Building a strong organizational foundation and infrastructure
- Serve** For the health of the world, every person is actively involved in servanthood, deepening our relationships with the community and the world by:
- Embracing a culture of giving
 - Sharing our God-given gifts and resources
 - Ministering to the needs of others
 - Expanding our mission ministry

The Planning Process

The objective of the 5-year strategic planning process was to create a clear vision of the future of Good Shepherd Lutheran Church and to identify challenging, yet achievable goals that will stretch us in the directions that God is guiding us to go. To that end, Council outlined the following steps to the planning process:

- Examine the ELCA strategic plan
- Conduct congregational visioning sessions
- Examine our profile
- Identify our strengths
- Study, consolidate, and align visioning session output to
 - our Mission and Vision statements
 - our strengths and profile
 - the ELCA strategic plan
- Conduct plan review sessions
- Obtain congregational support

The ELCA Plan for Mission

As a first step in outlining a 5-year strategic planning process, the Council examined the ELCA's *Plan for Mission* that was adopted by the ELCA Church Council in 2003 to guide the work of the church-wide organization through 2012. This plan is comprised of the following components:

- Mission Statement
- Signature Phrase
- Statement of Purpose
- Vision Statement
- Operational Values
- Strategic Directions

The Strategic Directions statement was reviewed to ensure that the GSLC 5-year strategic planning process would support and align with the direction of the ELCA. The following is a summary of the ELCA Strategic Directions statement:

Strategic Directions of the Church-wide Organization

Claimed, gathered, and sent by God's grace for the sake of the world, the Evangelical Lutheran Church in America in and through its church-wide expression will:

- ❖ **Support congregations** in their call to be faithful, welcoming, and generous, sharing the mind of Christ;
- ❖ Assist members, congregations, synods, and institutions and agencies of this church to **grow in evangelical outreach**;
- ❖ **Step forward as a public church** that witnesses boldly to God's love for all that God has created;
- ❖ **Deepen and extend our global, ecumenical, and interfaith relationships** for the sake of God's mission; and
- ❖ Assist this church to **bring forth and support faithful, wise, and courageous leaders** whose vocations serve God's mission in a pluralistic world.

+ + +

These strategic directions are offered with profound gratitude for the outpouring of gifts the Holy Spirit gives to members of the Evangelical Lutheran Church in America. In the course of implementing each of these strategic directions, the church-wide organization must and will:

1. Encourage, welcome, and depend upon the lively and creative exchange of resources and ideas throughout the Evangelical Lutheran Church in America.
2. Recognize and encourage the vital contributions and deepening relationship with institutions and agencies of this church and with Lutheran, ecumenical, and interfaith partners;
3. Confront the scandalous realities of racial, ethnic, cultural, religious, age, gender, familial, sexual, physical, personal, and class barriers that often manifest themselves in exclusion, poverty, hunger, and violence; and
4. Pursue ardently the ELCA's commitment to becoming more diverse, multicultural, and multi-generational in an ever-changing and increasingly pluralistic context, with special focus on full inclusion in this church of youth, young adults, and people of color and people whose primary language is other than English.

Congregational Visioning Sessions

Sixteen separate visioning were conducted during the months of March, April, and May with congregational members and ministry teams (see Appendix 1). To generate discussion, the following questions were asked at each session:

- How will GSLC make its distinction in 2013 and beyond?
- How is GSLC living out its Mission today?
- How will that change in 2013 and beyond?

One hundred twenty five people participated in these visioning sessions and more than 250 comments and ideas were documented (see Appendix 2).

Stretching Our Strengths

Many of the comments and ideas that were offered during the visioning sessions indicated a high degree of satisfaction with the current programs, activities and opportunities available at GSLC today. There were also indications of a strong desire to develop more breadth and depth in these same areas. This can be likened to “continuing to focus on what we do well”. With that in mind, we have identified many strength areas that we want to expand and stretch even further. They are listed below in alignment with our Mission and Vision statements:

BELIEVE

- Expand programs for adult faith formation
- Plan a formal transition from middle school to high school by incorporating TEC as part of 9th grade life

BELONG

- Encourage adults with developmental delays to become fully integrated into the life of the congregation
- Grow our Christ Care groups
- Build and nurture relationships with the whole Church in shared ministries, including Joy of Discovery
- Expand Youth and Children Ministries
- Embrace the gifts of our growing senior adult community
- Conduct a feasibility study/plan for expanding our facilities

SERVE

- Grow disciples equipped to listen and embrace those in need through our Stephen Ministry
- Continue to support the Mnene Parish in Zimbabwe
- Increase our Endowment Fund to \$1M with planned gifts of \$5M

Our Ministry Teams will be encouraged to incorporate these stretches into their annual goals over the next five years.

Our Profile

We are a local church

GSLC is predominately a local church, with over 85% of its member households residing in the seven surrounding zip codes. This area, considered the GSLC ‘neighborhood’, comprises the local demographics from which we obtained ELCA Research and Evaluation data for current years and future projections.

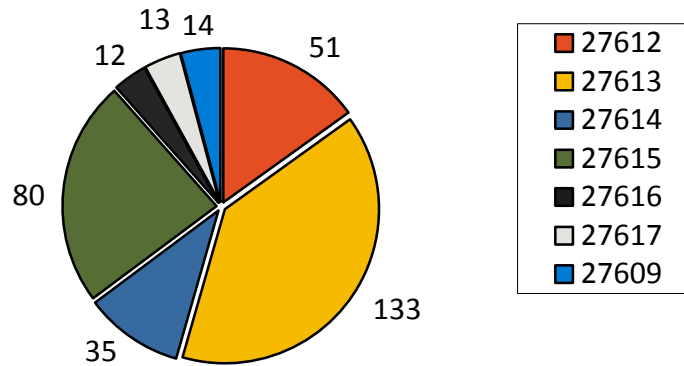


Figure 1 2008 number of GSLC member households by zip code

We are not as ethnically diverse as our ‘neighborhood’

Although GSLC population ethnicity statistics are not available, it is widely acknowledged that we are far less diverse than our surrounding community. The following charts indicate that the population of our ‘neighborhood’ will continue to become more ethnically diverse over time.

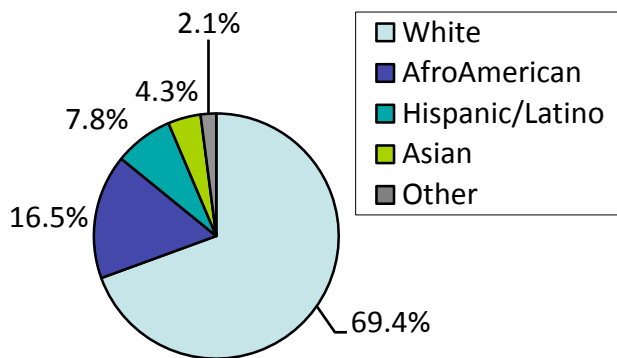


Figure 2 2007 ‘neighborhood’ population

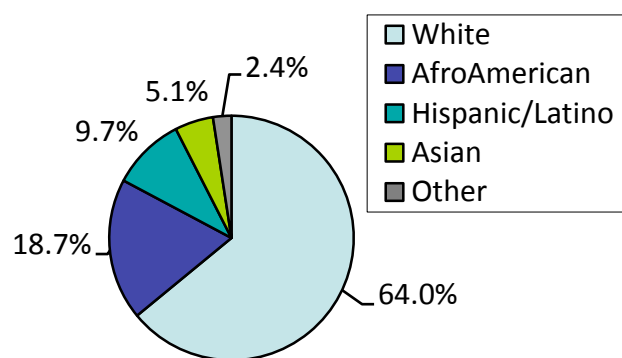


Figure 3 2012 estimated population

Our challenge will be to identify opportunities to “stretch our boundaries” and expose us to the needs of our increasingly ethnically diverse neighborhood.

Membership has grown slowly over the past 5 years

Consistent with new congregations established in new neighborhoods, Good Shepherd experienced rapid growth in the first 15 years (1983-1998). The growth of our congregation now reflects the slowing population growth of our ‘neighborhood’. Over the last five years new member sessions have averaged 20 households per year. We have also lost, due to moving, death and transfer of membership, an average of 7 households per year.

Our worship attendance average over the last five years also reflects a congregation that has stabilized in size. A comprehensive trend report on our congregation can be viewed from the ELCA website (www.elca.org, click on *Find a Congregation*).

We believe Good Shepherd can continue to grow numerically as we grow spiritually. We will need to embrace some cultural changes around how we evangelize, in order to do so.

We live in an economically rich neighborhood

We are blessed to live in an economically rich neighborhood where the average 2007 household income is \$95,113. Estimates show that 2008 GSLC giving averages just slightly higher than 2.5% of the average household income. Small increases in the average household giving amount can yield sizable funding increases for our ministry efforts (see Appendix 3 for potential giving projections).

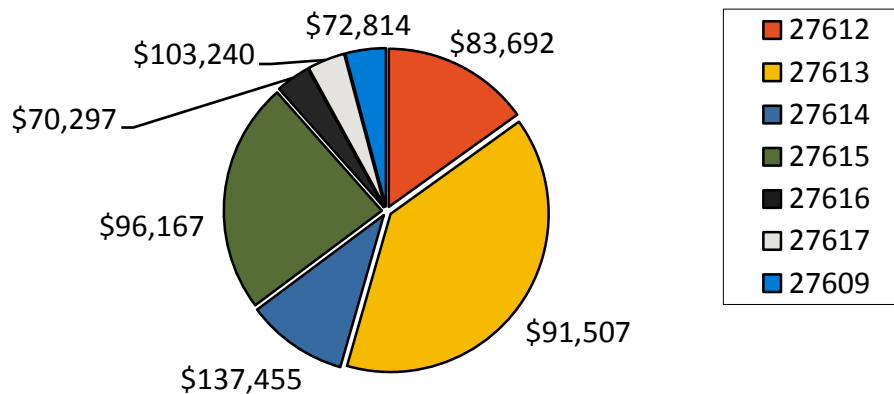


Figure 4 2007 average household income by zip code

We are multi-generational

We remain a church focused upon nourishing the development of our youth as 35% of our congregational membership is under the age of 18. At the other end of the age spectrum, 20% of GSLC membership is comprised of adults 55 years and older. Demographic trends for our 'neighborhood' indicate that the population in this age bracket will continue to increase over the next five years and we anticipate that this will be reflected in our congregational membership as well. This means that while we still have a need for vital youth ministries, we also have a growing need for ways to engage and minister to our senior adults.

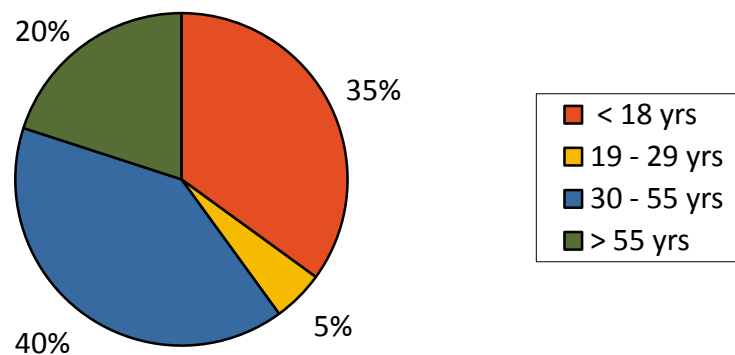


Figure 5 2008 percent of GSLC members by age range

Our Plan: *Guided by God's Hands*

Shaped Through Worship

"How lovely is your dwelling place, O LORD of hosts! My soul longs, indeed it faints for the courts of the LORD; my heart and my flesh sing for joy to the living God." Psalm 84:1-2

"Let the word of Christ dwell in you richly; teach and admonish one another in all wisdom; and with gratitude in your hearts sing psalms, hymns, and spiritual songs to God." Colossians 3:16

What does this look like and why is it important to us?

We are made for worship. Through worship the triune God forms us as his people. In word and sacrament we are transformed by the grace and mercy of our Lord Jesus and are given newness of life. In worship we give our best by utilizing the rich resources we have in music, prayer and praise to adorn our living Lord. Our highest priority is to love God first. We will be so centered in our love for Jesus Christ that our hunger to come together and praise him overflows into all we do.

We will

- **Grow our weekly worship participation**
 - **Seek out members who currently do not attend**
 - **Examine and address reasons why members leave**
 - **Address the issue of concurrent worship and SME**

As a body of Christ, we want to actively reach out to our inactive members and offer opportunities to re-engage them in the life of our congregation. The Evangelism Ministry Team will be charged to develop an internal evangelism plan that addresses these issues and identifies how other GSLC ministry teams can support this goal. This plan will be delivered to Council by April, 2009.

In November 2007, the Worship and Music Ministry Team commissioned a Worship Study Team to evaluate the need and opportunity for differing worship liturgies and worship times at GSLC. The Team concluded their findings and presented a recommendation to Council in October, 2008. Council approved the recommendation to adopt a new Sunday morning worship schedule which would consist of two worship services with time for Sunday Morning Education (SME) occurring between the two services. This schedule change will provide more opportunity for our children and youth to participate in worship consistent with our baptismal covenant which calls us to worship God as a *whole*

community. The Worship and Music Ministry Team will be charged to implement this recommendation by March, 2009.

- **Increase diversity in worship and music**
 - **Offer distinct styles of worship and music at each service**
 - **Develop a plan to sustain a functional organ in the sanctuary**

The Worship and Music Team will be charged to design and implement each worship service such that its music style is unique by September, 2009. This will enable congregational members to attend a worship service with the music style that best suits their preferences.

Organ music is a vibrant part of our Liturgy and our current organ is approaching the end of its usable life. The Worship and Music Team will be charged to develop a plan to replace the existing organ. This plan will provide different options (electronic and pipe) and will be delivered to Council by June, 2011.

Forged by Faith Formation

“From his fullness we have all received, grace upon grace.” John 1:16

“Do not be conformed to this world, but be transformed by the renewing of your minds, so that you may discern what is the will of God — what is good and acceptable and perfect.”

Romans 12:2

“You shall love the LORD your God with all your heart, and with all your soul, and with all your might. Keep these words that I am commanding you today in your heart. Recite them to your children and talk about them when you are at home and when you are away, when you lie down and when you rise. Bind them as a sign on your hand, fix them as an emblem on your forehead; and write them on the doorposts of your house and on your gates.” Deuteronomy 6:5-9

What does this look like and why is it important to us?

Faith formation is a life-long endeavor. Based on the demographics of our community, we have great opportunity to engage all ages in this life work. We can build an environment where cross-generational learning abounds. We can increase our knowledge of scripture and its place in the home and in daily life. We will utilize the gifts of retreat facilities for congregationally based renewal. We will challenge ourselves to increase bible fluency. We will be a faith community restless until we find rest in our Lord. As God in Christ through the Holy Spirit forges us into His likeness, we will expect transformation and the struggle such a process gives. Through vital faith formation the imprint of God’s forging hand will be experienced among us.

We will

- **Develop a culture of bible fluency, prayer and spirituality**
 - **Participate in the ELCA Book of Faith initiative**
 - **Institutionalize Faith in the Home**
 - **Offer opportunities to explore spiritual practices**

The Christian Education Ministry Team will be charged with developing a multi-year curriculum which incorporates the ELCA Book of Faith initiative. This curriculum plan will be presented to Council by September, 2009.

The Faith in the Home Ministry Team will be charged with developing a plan for congregational immersion in home-based faith practices. This plan will be presented to Council by February, 2010.

Under the leadership of Congregational Life Ministry:

- (begin 2009) Spiritual practices will become a key element in all church gatherings. Whether it is a choir, a ministry team, or a staff or council meeting, all of our groups will engage in the reading of scripture, prayer, community building and care, and a focus on our mission as God's people.
- (by 2010) Our Christ Care small group model for discipleship will serve as a training ground for people to learn about spiritual practices and incorporate them into their daily lives.
- (by 2011) We will develop a variety of other opportunities for people to explore spiritual practices. This may include group lectio divina, spiritual retreats, body prayer, more centering prayer groups, and group spiritual direction/formation.

- **Develop a Retreat and Conference Ministry**

The GSLC staff will be charged to develop a multi-year retreat/conference cycle covering a variety of topics and interests. This plan will be presented to Council by November, 2009.

Called to Embrace

*"Welcome one another, therefore, just as Christ has welcomed you, for the glory of God."
Romans 15:7*

"So he [Jesus] came and proclaimed peace to you who were far off and peace to those who were near; for through him both of us have access in one Spirit to the Father. So then you are no longer strangers and aliens, but you are citizens with the saints and also members of the

household of God, built upon the foundation of the apostles and prophets, with Christ Jesus himself as the cornerstone. In him the whole structure is joined together and grows into a holy temple in the Lord; in whom you also are built together spiritually into a dwelling place for God.” Ephesians 2:17-22

“There are different kinds of gifts, but the same Spirit. There are different kinds of service, but the same Lord. There are different kinds of working, but the same God works all of them in all men. Now to each one the manifestation of the Spirit is given for the common good. To one there is given through the Spirit the message of wisdom, to another the message of knowledge by means of the same Spirit, to another faith by the same Spirit, to another gifts of healing by that one Spirit, to another miraculous powers, to another prophecy, to another distinguishing between spirits, to another speaking in different kinds of tongues, and to still another the interpretation of tongues. All these are the work of one and the same Spirit, and he gives them to each one, just as he determines. The body is a unit, though it is made up of many parts; and though all its parts are many, they form one body. So it is with Christ. For we were all baptized by one Spirit into one body—whether Jew or Greek, slave or free—and we were all given the one Spirit to drink.” 1 Corinthians 12:4-13

“There is neither Jew nor Greek, slave nor free, male nor female, for you are all one in Christ Jesus.” Galatians 3:28

What does this look like and why is it important to us?

In the body of Christ each person's gifts are needed and valued. In the body of Christ each person shares faith. Christ forms us to be His body in the world. As such, we will reach into our neighboring community to share the good news of Jesus and will intentionally equip ourselves to be ambassadors for Christ. Through us others will experience the gift of being a new creation in Christ.

Recognizing that our congregation is made up of many individuals gifted in many different ways, we will help members identify their unique gifts and find those ministry areas where they can be connected and their gifts can be fully utilized. Connected and engaged, we will openly welcome and share the good news with others.

We will

- **Develop a comprehensive process for gift discovery and leadership development**
 - **Implement an annual covenanting process**
 - **Implement the 'Leadership Series' as a process for developing Ministry leaders**

The Giving Ministry Team will be charged with developing a plan to implement a process (for all members) that begins with gift discovery and identification and culminates with a commitment/covenanting of gifts during Epiphany. This plan will be presented to Council by May, 2009.

The Leadership Development Team will be charged with developing a multi-year plan for adult participation in the 'Leadership Series'. This plan will be presented to Council by June, 2009.

- **Equip ourselves for evangelism within our 'neighborhood'**
 - **Re-introduce GSLC to individual households**
 - **Invite and host community institutions/events**
 - **Participate in the ELCA Revivalist program in 2011**

The Evangelism Ministry Team will be charged to develop a multi-year plan to introduce GSLC into the surrounding 'neighborhood'. This plan will also identify and address opportunities for GSLC to engage and interact with local institutions as well as host community events. This plan will be presented to Council by March, 2010.

The pastoral staff will be charged to plan and coordinate a congregation-wide evangelism emphasis in 2011 using resources provided through the ELCA Revivalist Program.

Sent to Serve

[Jesus said] "As the Father has sent me, so I send you." John 20:21b

"Let your light shine before others that they may see your good works and glorify our father in heaven." Matthew 5:16

"Whatever your task, put yourselves into it, as done for the Lord and not for your masters, since you know that from the Lord you will receive the inheritance as your reward; you serve the Lord Christ." Colossians 3:23-24

"And the king will answer them, 'Truly, I tell you, just as you did it to one of the least of these who are members of my family, you did it to me.'" Matthew 25:40

"Like good stewards of the manifold grace of God, serve one another with whatever gift each of you has received. Whoever speaks must do so as one speaking the very words of God; whoever serves must do so with the strength that God supplies, so that God may be glorified in all things through Jesus Christ. To him belong the glory and the power forever and ever. Amen" I Peter 4:10-11

What does this look like and why is it important to us?

The Church exists for the sake of the world. Empowered by the Spirit we participate in God's mission in the world as He calls us to love our neighbor as ourselves. In so doing we discover

the very face of Christ in our neighbors. We embody the Cross of our Lord Jesus who invites us, individually and as a community, to take up our crosses and follow Him. By so doing, we immerse ourselves in this hurting world. By building our capacity to serve others, we strengthen our core mission ministries and prepare ourselves for new service opportunities.

We will

- **Add a Mission Ministry Director to staff to support our core ministries and develop new ministries**

In January 2008, a study team was assembled to evaluate the opportunities and need for a dedicated focus on Mission Ministry at GSLC. The team concluded their findings and presented a recommendation to Council in August, 2008. Consistent with the organizational recommendations of the Leadership Ministry Team that were adopted in 2006, (five key ministry areas to be led by a member of staff), Council approved the recommendation to add a full-time staff position for a Mission Ministry Director. The Personnel and Mission Ministry Teams will be charged to prepare a position description and a funding plan that will enable the position to be filled in October, 2009. These teams will deliver the plan to Council by March, 2009.

- **Build future leaders for the Church by continuing the internship program on an annual basis**

As part of our Growing in God's Hands 25th anniversary celebration, we have been richly blessed with the opportunity to participate in a 3-year internship program. This has been a wonderful experience for our congregation and it has enabled us to support the strategic direction of the ELCA to *"bring forth and support faithful, wise, and courageous leaders whose vocations serve God's mission in a pluralistic world"*. As such, we will continue to host an intern on an annual basis beyond the commitment of the Growing in God's Hands campaign. The Internship Team will be charged to develop a plan to sustain the internship program and to work with the Finance Team to ensure that this program is included in the 2010 budget. The Internship Team will deliver the plan to Council by October, 2009.

Giving First Fruits

"From everyone to whom much has been given, much will be required." Luke 12:48

"Every generous act of giving, with every perfect gift is from above, coming down from the Father of lights, with whom there is no variation or shadow due to change." James 1:17

"The point is this: the one who sows sparingly will also reap sparingly, and the one who sows bountifully will also reap bountifully. Each of you must give as you have made up your mind, not reluctantly or under compulsion, for God loves a cheerful giver. And God is able to provide you

with every blessing in abundance, so that by always having enough of everything, you may share abundantly in every good work." II Corinthians 9:6-8

"The LORD brought us out of Egypt with a mighty hand and an outstretched arm, with a terrifying display of power, and with signs and wonders; and he brought us into this place and gave us this land, a land flowing with milk and honey. So now I bring the first of the fruit of the ground that you, O LORD, have given me.' You shall set it down before the LORD your God and bow down before the LORD your God. Then you, together with the Levites and the aliens who reside among you, shall celebrate with all the bounty that the LORD your God has given to you and to your house." Deuteronomy 26:8-11

What does this look like and why is it important to us?

Generosity is a mark of discipleship and a sign of spiritual health. Good Shepherd is a community richly blessed and we are capable of continuing to grow in our giving. Believing that everything we have comes from God, we entrust ourselves to His grace and providence. By giving generously we seize the truth that God will provide. We will fervently challenge ourselves to become a community where the norm of giving is 'first fruits'.

We will

- **Increase our annual giving by 1% of household income each year**

The Giving Ministry Team is responsible for monitoring our giving patterns and trends on an on-going basis. This team is further charged to encourage annual growth in congregational giving and to provide awareness and education on automatic and alternative method of giving. The Giving Ministry Team will also be challenged to engage all GSLC ministry teams to support their efforts to achieve this goal. (Appendix 3 provides a projection of potential giving based on this goal.)

- **Conduct a campaign to eliminate the current building debt by 2013**

We continue to be financially constrained by our mortgage debt. In 2008, mortgage expense represents nearly 23% of our total annual spend. As a result, we are unable to consider incurring any new debt or significant increases to our annual spending plan which would be needed to support several of our mission expansion goals.

By June of 2009, Council will appoint a special task force to examine alternative approaches to eliminating our current mortgage debt and to prepare and recommend a plan to achieve this goal by 2013. This task force will be charged to deliver the proposed plan to Council by the end of 2009.

Guided by God's Hands Timeline

2009 Spiritual practices become a key element in all church gatherings

Mar New worship schedule begins
Personnel and Mission Ministry Teams present Mission Ministry Director plan to Council

Apr Evangelism Ministry Team presents internal evangelism plan to Council

May Giving Ministry Team presents gift discovery and covenanting process plan to Council

Jun Council appoints special task force to prepare plan to eliminate mortgage debt
Leadership Development Team presents 'Leadership Series' participation plan to Council

Sep Worship and Music Ministry Team implements distinct music styles at worship services
Christian Ed. Ministry Team presents ELCA 'Book of Faith' curriculum plan to Council

Oct Mission Ministry Director hired
Internship Team delivers plan to Council
Preparation of 2010 budget to include funding for intern position

Nov GSLC staff present retreat/conference plan to Council

Dec Special task force (debt elimination) delivers plan to Council

2010 Giving Ministry Team implements gift covenanting during Epiphany
Christ Care groups offer teachings in spiritual practices

Feb Faith in the Home Ministry Team delivers plan to Council

Mar Evangelism Ministry Team delivers 'neighborhood' plan to Council

2011 Pastoral staff coordinates congregation-wide evangelism emphasis
New opportunities to explore spiritual practices

Jun Worship and Music Ministry Team delivers organ plan to Council

Appendix 1 – Visioning Sessions

The following sessions were held to gather input from Ministry teams and congregational members:

Council

Faith Formation Ministry Team Leads

Children’s Ministry Team

Christ Care Ministry Team

Outreach Ministry Team

Stephens Ministry Team

Senior Adult Ministry Team

Youth Ministry Team

Finance Ministry Team

Personnel Ministry Team

Christian Education Ministry Team

Worship and Music Ministry Team

Sanctuary Choir

Congregational session 7 pm, April 16

Congregational session 9:45 am, April 27

Congregational session 11:15 am, May 4

Appendix 2 – Summarization of Visioning Session Input

- An open and welcoming culture
- Reach out to the diversity within our local community
- Support growth in the following key areas
 - Coffeehouse
 - Youth programs
 - Senior adult ministries
 - Young adult ministries
 - Adult education
 - Mission opportunities – local and international
- Increased opportunities for community building
- Better equip congregational members to participate in the ministries of GSLC
- Demographic profiling of our congregation and local community
- Develop and expand our use of technology for communications
- After school programs
- Senior adult care and community programs
- Health and wellness program
- True lay ministry program
- Increase choral development
- More dynamic and varied musical styles
- More variety in worship styles
- New worship opportunities
- Address issue of concurrent worship and Sunday Morning Education schedule
- Pipe organ
- Expand our space to support our growing missions and needs
- Evaluate staffing needs based on missions and needs of congregation
- Develop a plan for staffing and ministry team leader succession
- Fund the needs of God’s mission by becoming a tithing congregation

Appendix 3 – Potential Giving Projections

Data:

- 397 GSLC member households
- 85% of our member households live in the seven surrounding zip codes
- Weighted average 2007 household income for 85% of our member households is \$95,112 (based on the ELCA Research and Evaluation demographic data received)

Assumptions:

- \$95,112 is the average annual 2007 income for all 397 member households
- 85% of member households (338) consistently give
- member household income increases 1.5% annually
- 2007 average member household giving is 2.5% of annual income (based on contributions received)
- All member households increase giving by 1% of annual income each year

Potential Giving Projections by Year:

2009	$\$95,112 \times 1.5\% \text{ income increase} \times 338 \text{ giving households} \times 3.5\% \text{ giving} = \$1,142,052$
2010	$\$96,538 \times 1.5\% \text{ income increase} \times 338 \text{ giving households} \times 4.5\% \text{ giving} = \$1,490,367$
2011	$\$97,986 \times 1.5\% \text{ income increase} \times 338 \text{ giving households} \times 5.5\% \text{ giving} = \$1,848,887$
2012	$\$99,456 \times 1.5\% \text{ income increase} \times 338 \text{ giving households} \times 6.5\% \text{ giving} = \$2,217,827$
2013	$\$100,948 \times 1.5\% \text{ income increase} \times 338 \text{ giving households} \times 7.5\% \text{ giving} = \$2,587,417$