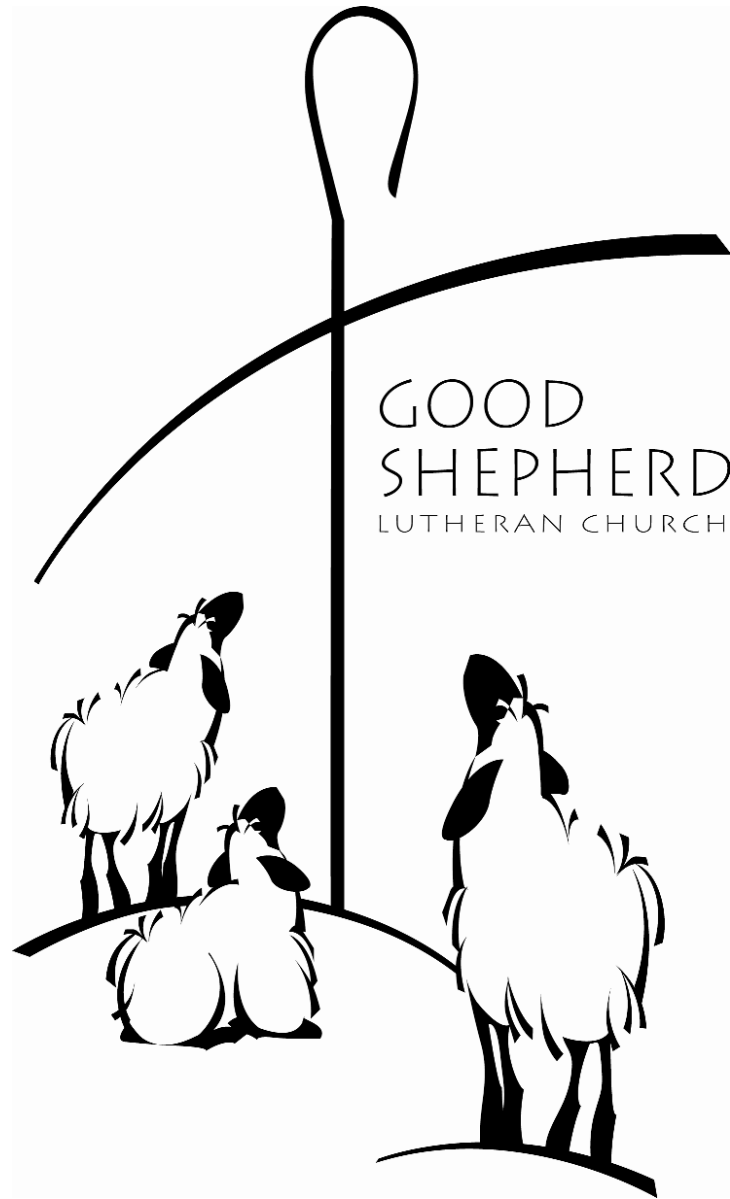


Look*Out*2009



**The Strategic Plan For Ministry at
Good Shepherd Lutheran Church
2009 – 2012**

Good Shepherd Church

Mission • Vision • Core Values

Mission

Gathered, Empowered and Sent to share the love of Christ with all people.

Vision

Good Shepherd is a congregation...

Gathered by the Spirit in a community of welcome, worship and grace.

Empowered as a community of risk takers daring to be the face of Christ for the hurting.

Sent on a faith journey, inviting others to share and experience the Good News.

Core Values

Jesus: Jesus is Lord – and we are not!

Jesus meets us in the pain, struggles, and brokenness of our lives and accepts us as we are – no strings attached. We know that the past is not our potential because Jesus, through forgiveness and love, has liberated our future. This is the source of our hope and contagious joy. (Philippians 2:11)

Story: We are each a part of God's story.

Everyone has a story to tell... and each story has value. We are committed to discovering the places where our stories connect with the big story of Jesus and his love. We make these connections through worship, study, prayer, conversations, small groups and social time, growing deeper in faith and discovering where God is actively at work in the world. (Matthew 24:13-35)

Welcome: All people are welcome at Good Shepherd Church.

Jesus welcomed all people...sinners... outcasts... broken people of all places and backgrounds. Because they mattered to Jesus, they matter to us. They *are* us! All are welcome. (Mark 9:37)

Serve: Jesus sends us to love and serve our neighbors.

The original followers of Jesus continued his servant ministry in the world and they changed the course of history. We follow his instruction and the example of those who have gone before us. We continue to serve the hurting and unchurched as present day followers of Jesus. (Matthew 25:37-40)

Laughter: We have a playful and creative God with an incredible sense of humor.

We believe we can hear God laughing in one another and through the beauty and diversity of creation. Our playfulness and the ability to laugh at ourselves is an important part of our identity and our life together. (Genesis 21:6)

Risk: We are called to use our gifts and take risks in order to share the Gospel.

In order to follow Jesus, there are times when we need to risk, step outside our comfort zone and take a leap of faith. Yet, with risk comes reward. Just as Jesus called his disciples to risk comfort, safety and stability to carry out his ministry, our faith community is called to do the same. (Matthew 25:14-29)

2009 Strategic Plan: An Introduction

Good Shepherd's strategic planning process, Look**Out**2009, was launched in the Spring of 2008, and is based on the work of Roy Oswald of the Alban Institute and his book *Discerning Your Congregation's Future*. With the Mission, Vision and Core Values of GSC as its guide, the Strategic Planning Team developed 22 goal options based on feedback gathered through the steps listed below. The final ten goals of this plan were selected after prayerful consideration and review of the congregation, its staff and leadership on Saturday, March 14, 2009.

StepOne: June 2008 *A Night To Remember – An Evening of Historical Reflection*: We shared stories and memories of our life together here at GSC at an ice cream social. At the end of the evening we developed meaning statements about our history as it pertains to our present day hopes and goals.

StepTwo: July 2008 *Demographic Analysis*: Using the demographic tool, *Percept*, we developed a broader understanding of the demographics and trends in the community surrounding GSC. This is designed to keep our goals and plans contextually relevant.

StepThree: Summer 2008 *Assess Community Need*: The Strategic Planning Team interviewed key leaders in Rochester to explore community needs intended to inform our future ministry plans.

StepFour: October 2008 *Ministry Assessment*: We used the findings of the Congregational Conversations which had recently come to close in order to discover people's interests and concerns for ministry at GSC.

StepFive: November 2008 *An Evening of Identifying Norms*: We discussed major areas in our life together at GSC, asking what should we "keep, set aside and add" as it pertains to areas like children, money, property, new comers, etc.

StepSix: February 2009 *Presentation of Goal Options*: Based on feedback from all of the above steps, a list of 22 S.M.A.R.T goals (*Specific, Measurable, Attainable, Realistic, Timely*) was distributed to the congregation. The goals fell into the following categories: Strengths to Build on, Areas for Growth, Social Action Projects, Aspirations, Building/Physical Plant Updates. Informational sessions were held for the congregation to learn more and ask questions.

StepSeven: March 2009 *Discernment Day*: Staff, committee and church council members gathered for a morning to discern which of the 22 goal options to name as our strategic plan. With the help of an outside facilitator, we reached consensus on the ten goals listed in this packet.

The following goals are meant to provide structure and direction for the committees, staff and members who will ultimately be charged with accomplishing the goals. As congregational life changes in the future, adaptations may need to be made in specific goals. What may have been the correct course of action at the time of this plan, may require some adaptation in the future. Creativity is welcomed and encouraged.

The Church Council, in consultation with the GSC Staff, will be responsible for maintaining and seeing this plan and its goals to completion.

Respectfully Submitted by your Strategic Planning Team:

Cory Groves, Bart Hanson, Dave Jaspersen, Scott Kruse, Pastor Dave Berg and Pastor Karen Pahl

Strengths to Build On

GOAL ONE

Enhance our Youth Ministry Through a Renewed Emphasis on Discipleship and Increase to a Full Time Youth Director by the September of 2012.

Youth at Good Shepherd are consistently named as one of our top ministry priorities. With a renewed emphasis on discipleship, we will guide our middle and high school youth into a stronger relationship with Jesus Christ, one another, and the world. Adult leaders will help our youth grow as disciples, as they experience and are involved with scripture study, worship, fellowship, stewardship, gift exploration, and service.

Increasing our staffing will be an important component to realizing this goal. However, the discipleship component of this goal begins with our current staffing and a challenge to adult members of GSC to commit more fully to ministry with our youth.

Discipleship (Included in the ongoing ministry of GSC by September 2010)

- We will create weekly opportunities for our youth to learn about Jesus Christ, build relationships and to study scripture in a variety of ways.
- In addition to our weekly opportunities, we will provide youth activities at least once a month to encourage our youth to live a life of discipleship. They will include service projects, mission trips, fellowship & relationship building times and spiritual growth events.
- We will recommit ourselves to providing opportunities for our youth to be involved in weekly worship. They will have the opportunity to serve as acolyte, crucifer, usher, altar guild, audio/visual technician, scripture reader, choir member, musician, assisting minister and more. We will continue to look for additional ways for youth to serve based on their gifts and abilities.
- We will work with our youth so they have an opportunity to understand their God given gifts and how they can use their gifts to give back to the congregation, community and the world. There will be an emphasis in the fall of 2009 when our youth will focus spiritual gifts exploration, helping to determine how their gifts match with the needs of the church, community and world.
- Because youth are consistently mentioned as a “top priority” at GSC, we will encourage our members to support our youth by serving as mentors, guides and supporters of our youth program. This can be accomplished by:
 - Assisting with weekly youth activities.
 - Leading a Bible Study.
 - Being an assigned mentor for one of our youth.
 - Being a chaperone on a youth trip.
 - Organizing a service project and having fun with our youth by serving in Jesus’ name.
 - Leading, organizing and participating in fund raising opportunities.
 - Helping our youth grow in faith through many other ways according to the gifts of the people.

Staffing (Completed by September 2012)

We will increase from a half time to a full time youth director position.

We will continue to develop our youth program and its emphasis on discipleship by expanding our part time youth coordinator into a full time youth director position by September of 2012. This person will oversee Junior and Senior High Ministries, working together with the youth and their families.

Core Values: Jesus, Story, Welcome, Serve, Laughter, Risk

Committees: Personnel, Youth, Church Council

Staff: Pastors, Youth Coordinator

GOAL TWO

Good Shepherd will Recommit to a Shared Ministry of Service, Living and Modeling the Gospel Message of Grace and Abundant Life.

Jesus Christ calls us to love one another just as he has loved us. Serving and loving our neighbor is not an option for us – it is a way of life. Sharing the love of Christ is in our congregational mission, vision, and our collective DNA as Christians. In order to serve more effectively we commit to the following:

Setting Expectations (Completed by December 2009)

Develop Volunteer Position Descriptions and Term Guidelines: Often congregational volunteers can feel as if they are “stuck” in a role for life! In order to have clear expectations of how we share our gifts at GSC, we will have “position descriptions” (roles/responsibility) for all on-going volunteer positions, committees and committee members. We will also determine term guidelines for committees and members. Most opportunities for service will allow members to renew a role, but this is intended to provide clarity as to what a service opportunity is and how long it will last.

Core Values: Jesus, Welcome, Serve, Risk

Committees: All Committee Chairs, Church Council

Staff: Pastors, Spiritual Gifts Director, Music/Education Director

Sharing Community (Completed by September 2009)

Create Hospitality Teams to Enhance our Welcome: Good Shepherd’s vision statement says that we are a congregation of “welcome, worship and grace.” We believe that making Christ known comes through welcoming the stranger and showing love to one another. We can achieve this through the creation of hospitality teams. We will have volunteers Monday through Wednesday evenings as “building hosts” to welcome and assist all groups, members and visitors who use our building each week. We will also introduce a new emphasis for all worship volunteers – the primary task is to welcome people, the secondary task is to do the assigned task for the day (Usher, Communion Prep, Lector, etc.). We will also introduce “secret greeters” at each service. These people will be scheduled each week to keep an eye open for newcomers and extend a special welcome on behalf of the congregation.

Core Values: Jesus, Welcome, Story, Serve, Laughter, Risk

Committee: Evangelism/Fellowship

Staff: Pastors, Spiritual Gifts Director

Reach Out in Love (Completed by October 2009)

Every Member of Good Shepherd Church Will Serve at and Beyond Good Shepherd Church, Beginning with Operation Outreach.

Our mission statement says that Good Shepherd is “*empowered as a community of risk takers daring to be the face of Christ for the hurting,*” and that we are “*Sent on a faith journey, inviting others to share and experience the Good News.*” Furthermore, we understand that everyone has something to offer. With an increased understanding of our spiritual gifts, *every member* of Good Shepherd Church will be asked and encouraged to share those gifts in service of the Gospel as we seek to live out our mission and vision. We will jump start this call to service by engaging in “Operation Outreach.” Operation Outreach is a day of service in which every member of GSC is encouraged to do service. Even if someone cannot physically attend the event, we will encourage service in some way, such as writing a letter, knitting, etc. The day at GSC will begin with a short worship experience, after which, the congregation is sent out to serve the community through any number of opportunities arranged in advance. At the end of the day, we will gather back at the church building for a celebration of service and a meal. After Operation Outreach is concluded, our congregation will begin a discussion of how we can impact the lives of others *at and beyond* Good Shepherd for the sake of ministry. Volunteer with youth? Lead a small group? Serve in the community of Rochester? A renewed emphasis on service will begin with Operation Outreach and continue throughout the year with increased service opportunities.

Core Values: Jesus, Welcome, Story, Serve, Laughter, Risk

Committee: Church and Society, Small Group Team, Church Council

Staff: Pastors

Areas For Growth

GOAL ONE

Increase Awareness of the Ministries Provided at Good Shepherd While Developing and Growing Leaders for the Future of our Shared Ministry.

God has provided us with all the gifts needed to accomplish our mission and ministry. We will discover and develop the gifts of leadership in our midst even as we grow an awareness of our ministries at GSC by doing the following:

Develop Leaders (In place by September 2010)

Grow and Train Leaders Through an Intentional Shadowing and Mentorship Program: We will develop a shadowing program for those interested in leadership positions that will allow people to experience and learn what it means to be in a given role in ministry at GSC. This does not commit anyone to a specific volunteer position; rather, it simply provides opportunities to attend, learn and participate in a given role and to discover if it is a good "fit." Furthermore, it will educate people on how decisions and groups work within the life of our faith community. The goal of this program is to pair anyone interested in a particular area with an experienced lay leader in order to witness firsthand what a particular position or group does. Leaders on the Church Council as well as current committees will identify 1-3 people per group to invite for a limited time (2-3 meetings) in order to learn what the group does and to participate in the dialogue of the group's meeting. After the time is up, the person will have hopefully learned about the committee or leadership position. The time frame for this mentorship model is short and measurable, with no commitment to continue. Yet, this program will encourage more people to become leaders in a more non-threatening way with the hope of increasing the number of leaders in our faith community.

Core Values: Jesus, Welcome, Story, Serve, Laughter, Risk

Committee: Church Council and Committees

Staff: All Staff

Share Ministries (Completed by August 2009)

Create a Catalog of Ministries Provided at Good Shepherd: As we grow in our Mission and Vision, we will continue to add new ministries and small groups. In an effort to generate excitement for our shared ministry and to keep people informed of its breadth and depth, we will create a Ministry Catalog (available in paper copy and online) which will be updated and published in August and January of each year. A summary of ministries, groups and committees will be given along with contact information for anyone interested in serving/participating with any of the listed groups and opportunities.

Core Values: Jesus, Welcome, Story, Serve, Laughter, Risk

Committee: Church Council and Committees

Staff: All Staff, Compiled by the Office Administrator

GOAL TWO

We Will Institute "Green" Shepherd Church, Caring For God's Creation by Becoming More Environmentally Conscious.

God is the author and creator of everything. As a people charged to care for this creation, we will move GSC toward becoming more environmentally conscious or "green." To accomplish this goal we will have to transform attitudes and commitments, as we embrace concrete actions to reduce our human ecological impact on the earth. We will also need to be mindful as we work toward justice for people affected by ongoing environmental degradation. We will accomplish this goal with the help of the newly formed GSC "Green Team" and others who will investigate the changes needed to be "green" (including but not limited to changes in our kitchen, office, building concerns and subsequent costs) which will culminate in an action plan. A crucial component of this plan will be the ongoing education of the membership of GSC as to what steps are being taken and why. Implementation of this plan will begin by Earth Day in April of 2011.

Core Values: Jesus, Welcome, Story, Serve, Laughter, Risk

Committee: Church & Society, Property & Technology, The GSC "Green Team."

Staff: Pastors

Social Action

GOAL ONE

Begin an Annual Mission Trip for Adults and Families.

Good Shepherd Church has a history of supporting an annual youth mission trip. The benefits of mission work are many: answering God's call to serve, listening & supporting people in need, compassion, camaraderie, creating global and cross-cultural friendships, providing new ways to share our time, money and abilities, and meeting our fellow members in a new way. As our congregation begins to live its mission of being *Gathered, Empowered and Sent*, we will involve families and adults in an annual mission trip. We will investigate and plan an annual mission program so the first trip can occur by Spring Break of 2010.

Core Values: Jesus, Story, Serve, Laughter, Risk

Committee: Church & Society

Staff: Pastors

GOAL TWO

Become a Bread for the World "Covenant Church."

Our Vision Statement identifies us as "a community of risk takers daring to be the face of Christ for the hurting." Throughout the years we have cared for the hurting, working on issues of hunger with a heavy emphasis on emergency services. Becoming a *Bread for the World Covenant Church* will allow us to continue being the face of Christ for the hurting by addressing some of the systemic issues concerning hunger around the world. *Bread for the World* is a highly reputable and ELCA supported institution whose mission is to end hunger through systemic action. Bread for the World Covenant Congregations promise to make an annual budgeted gift to Bread for the World (often between \$500 -\$1000). Bread for the World in turn will provide tools – including staff consultation – to help our congregation learn more about hunger, encourage us to pray for hungry people, and to teach how to advocate for changes in public policy. As a Covenant Church we will work together with churches around the world to bring an end to hunger. We will form a task force to start this effort by September of 2010.

Core Values: Jesus, Serve, Risk

Committee: Church & Society

Staff: Pastors

Aspirations

GOAL ONE

We Will Commit to a Minimum of Six Congregational Social Events for the Development of Community at GSC.

Good Shepherd Church is a growing faith community. As we continue to grow together, we need to remember to play together! Throughout our vision statement are words like *invite, share, welcome, and laugh*. As we seek to live out this vision, Good Shepherd Church will host congregational social events intended to grow and develop a community who laughs and plays together even as it worships and prays together. These social events will be evenly disbursed throughout the year and will invite members and guests alike as we seek to encourage the ongoing development of our faith family. Activities could include themed events such as outdoor movie night, campfire night, relay games, Halloween, Valentine's Day, Advent, etc. It might be possible to incorporate ministry resources such as Good Earth Village as well as the church's youth program. This goal will be organized and accomplished by the fall of 2011.

Core Values: Jesus, Story, Laughter

Committee: Church Council, Evangelism/Fellowship Committee

Staff: Pastors

GOAL TWO

Develop a Formal and Defined Process For Respectfully Handling Conflict.

As any community of people develops, there will be conflict. Conflict is normal and natural, and when handled properly, it can ultimately be healthy, helpful and a point of growth in the life of a congregation. We will develop a formal process to mediate conflict at GSC. With a foundation in the scriptures, such as Matthew 18:15-17 – "*If another member of the church sins against you, go and point out the fault when the two of you are alone. If the member listens to you, you have regained that one. But if you are not listened to, take one or two others along with you, so that every word may be confirmed by the evidence of two or three witnesses.*" we will create a program to fairly and uniformly address conflict. We will research community, synodical and churchwide resources and have a process in place by September 2011.

Core Values: Jesus, Story, Welcome, Laughter, Serve, Risk

Committee: Executive Committee and Church Council

Staff: Pastors

Building Additions & Renovations

GOAL ONE

Improve the Parking Lot and Entrance Lighting.

Good Shepherd is blessed with a beautiful building and grounds. However, as we seek to be a place of welcome, it can be difficult to safely navigate the parking lots in the evening due to poor lighting. To improve the appearance of the grounds and the safety of our members and guests, we will improve the outdoor lighting. We will investigate, identify and install the proper outdoor lights to ensure adequate lighting for our church and our grounds by July of 2010.

Core Values: Jesus, Welcome, Serve

Committee: Property and Technology, Church Council

Staff: Pastors

GOAL TWO

Add Visual Aids to our Sanctuary.

We will add visual aids in the sanctuary area such as projectors and screens in order to reduce the use of paper for worship bulletins, make the worship more visitor friendly and to enhance the preaching of the Gospel with visuals during sermons and worship time. This addition will also allow the congregation to have other types of community meetings, activities and fellowship events. A subgroup of the Property & Technology team will be formed to research, plan and fundraise for this addition. This group will work together with the Worship & Music committee as well as the church council. This project will be completed by September of 2010.

Core Values: Jesus, Welcome, Story

Committee: Property & Technology, Worship & Music, Visuals Sub-Committee, Church Council

Staff: Pastors

Notes:

Notes:

LookOut 2009 Goal Timeline
 Updated June 2010

| | 2009 | | | | 2010 | | | | 2011 | | | | 2012 | | | |
|---|-------|-------|-------|-------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 Qtr | 2 Qtr | 3 Qtr | 4 Qtr | 1 Qtr | 2 Qtr | 3 Qtr | 4 Qtr | 1 Qtr | 2 Qtr | 3 Qtr | 4 Qtr | 1 Qtr | 2 Qtr | 3 Qtr | 4 Qtr |
| Ministry catalog--summary of all ministry components | | | | | August | | | | | | | | | | | |
| Visual Aids for Sanctuary | | | | | September | | | | | | | | | | | |
| Term limits & job descriptions for on-going volunteer positions | | | | | December | | | | | | | | | | | |
| Parking lot & entrance lighting | | | | | By July | | | | | | | | | | | |
| Enhance Youth Ministry thru Discipleship Emphasis | | | | | September | | | | | | | | | | | |
| Operation Inasmuch | | | | | October 2 | | | | | | | | | | | |
| Bread for the World Covenant Church | | | | | | | | | | | | | | | | |
| Annual mission trip for adults/families | | | | | June 30 | | | | | | | | | | | |
| Shadowing & Mentorship Program | | | | | June 30 | | | | | | | | | | | |
| Green Shepherd Lutheran Church | | | | | May 1 | | | | | | | | | | | |
| Create Hospitality Teams to Enhance Welcome | | | | | Fall | | | | | | | | | | | |
| Six Annual Social Events for Development of Community | | | | | Fall | | | | | | | | | | | |
| Formal/Defined Process for Decision-Making & Conflict | | | | | Complete by Dec 31 | | | | | | | | | | | |
| Increase Youth Director position to 1.0 FTE | | | | | | | | | | | | | | | | |

(Sat Tuesday, National Night Out, Fly Roast Picnic, "Dove in" Dinner Theatre, Music Concerts/Performances)

Budget Plan for 2013