

St. John Lutheran Church
Strategic Plan 2009 - 2013
Final Report

December 16, 2008



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I. Strategic Plan Summary

Strategic Plan Summary

Introduction and Acknowledgements

This report was prepared to document the results of a strategic planning project performed on behalf of the members of the congregation of St. John's Lutheran Church of Mound, Minnesota. The work began in May of 2008 when Senior Pastor Ed Treat and the Church Council formed a committee to work with them to perform the project. The charter of the group was to develop and publish a five year strategic plan covering the years 2009-2013 that is accepted by and creates excitement within the congregation.

Members of the committee were:

**Ed Treat, Senior Pastor
Cheri Fischer, Council President
Marshall Saunders, Past Council President
Rob Beyer, former Church Council member
Skip Smith, Committee Chair**

The committee members acknowledge and thank the following people for their visits to and evaluations of operations at other churches within the Minneapolis Synod of the ELCA: Doris and Lyle Buerkle, Martha and Dan Cummings, and Mary and Don Somers. We also thank the church staff for their input and assistance during this period; and the members of the Church Council for the many hours they spent reviewing the team's efforts and providing their counsel and support.

Contents of this report

There are two primary sections within this report. The first section is an overview of the process the team followed during its work as well as the findings from its research. The schedules in this section are the summary reports from the six phases of work. The reports were published and distributed to the Team, the Church Council and Staff members and are available on the church's website at: www.stjohnsofmound.org . The reports are:

**Phase 1-Project Organization-May 20, 2008
Phase 2-Average Weekly Worship Attendance Statistical Analysis-
May 20, 2008
Phase 3-Assessment of Current Practices-July 30, 2008
Phase 4-Demographic and General Information-September 16, 2008
Phase 5-Best Practices of Benchmarked Churches-October 21, 2008
Phase 6-Congregation Survey and Staff Interviews-October 21, 2008**

Strategic Plan Summary

To keep the Congregation informed of its progress throughout this time the Team published monthly reports in the Reed. These are also available on the St. John's website.

After the information gathering was complete and initial recommendations were prepared an all day review meeting was conducted for the Congregation on Saturday, November 15, 2008, in the Fellowship Hall.

The second section of this report contains the finalized recommendations on which the Congregation will be asked to vote at its Annual Meeting in January, 2009. The key documents that describe the plan are included and are as follows:

- The Vision and Member Mission Statement**
- Goals and Responsibilities**
- Strategies to Accomplish the Goals**
- Timing of the Strategies**
- Human Resources Plan**
- Functional Organization Chart**
- Financial Projection**

Conclusion

The Team and the Church Council believe that the adoption of the plan will result in St. John's continuing toward its Vision to reach out with the love of Jesus Christ to intentionally transform the lives of others and satisfy its Mission of sharing the love of Christ.

II. Process Overview and Information Gathering

Project Goals and Objectives

The goal of the Strategic Planning Committee is to facilitate the development and publication of a strategic plan by the Church Council that is accepted by and creates excitement within the congregation.

Specific objectives of the plan are to:

- 1. Define what projects should be undertaken within the next five years and the priority/timeline of each to help us move toward accomplishing our vision**
- 2. Determine the positions required to be added to staff and the organization structure needed to implement the projects while continuing to carry out the ongoing mission of the congregation**
- 3. Identify any physical plant and equipment additions/modifications needed for successful implementation of the projects including building remodeling and/or the acquisition of any new office equipment and related software support systems.**
- 4. Develop capital and expense budget impact estimates for the five year strategic plan.**

Project Approach

In order for the project team to satisfy the goals and objectives of the strategic planning process it needs to establish an agreed upon approach in order to develop an effective and efficient work plan.

The fundamental premise upon which the plan is based is that average weekly worship attendance is the most important indicator of the vitality of a congregation. Therefore the team will determine the most current year's average weekly worship attendance and the trend since the year 2000 and compare it to other "benchmark congregations". After this effort teams will be assigned to visit these congregations to determine the "best practices" they follow that lead to their success as well as gather other information about ourselves and our geographic area.

After the fact gathering steps are completed the team will recommend goals, objectives and strategies for St. John's as well as develop an implementation plan. Lastly the team will review its results with the congregation.

Throughout the project the team will meet monthly with the Church Council to provide status reporting; receive input, guidance and direction; and ensure that the Council fully accepts and endorses the end products of its efforts.

Weekly Worship Attendance Analysis

The Strategic Planning Team believes the single most important indicator of the vitality of a congregation is average weekly worship attendance. The ELCA has a statistical report called Congregation Trend Report that provides this as well as other information for each of its churches. The Minneapolis Area Synod was contacted to obtain a list of those congregations considered to have “best practices”. A list of other west suburban churches near St. Johns was also obtained for comparative purposes.

The Congregation Trend Report compares statistics from the year 2000 to the current year available from each congregation. For three of the churches this is year 2006 and the other four like St. Johns it is 2007. As results for 2007 become available for all congregations we intend to update our results.

The churches being compared to St. Johns (2007) were:

Benchmark Churches

Bethlehem, 41st & Lyndale (2007)
 Lord of Life, Maple Grove (2007)
 Mount Olivet, 50th & Knox (2006)
 St. Philip the Deacon, Plymouth (2006)

Other West Suburban Churches

Mount Calvary, Excelsior (2006)
 Immanuel, Eden Prairie (2007)
 Trinity, Long Lake (2007)

The benchmark churches are sometimes considered “mega churches” because of their size but in our opinion their results become that more impressive as a result.

Average weekly worship attendance for the groups was as follows:

<u>Category</u>	<u>St. Johns</u>	<u>Benchmark Ave.</u>	<u>Other Group Ave.</u>
Year 2000	407	2,565	558
Year 2007	375	2,723	631
% Change	-7.9%	+6.1%	+13.1%

The next planned step is to visit each of the benchmarked congregations to determine what “best practices” they follow that we should consider implementing at St. John’s to improve our performance.

Assessment of Current Practices

Prior to visiting other churches in search of “best practices” the team performed an assessment of current practices at St. John’s.

At Pastor Ed’s suggestion we used an article titled “*New Vitality for Your Church*” by David Claussen as a basis for creating a survey form. The work by David Claussen was based on materials created and presented originally by Kennon Callahan a nationally known church consultant. Callahan identified 12 keys to an effective, thriving church. The first six are relational characteristics (Callahan says the more of these that are ranked highly the healthier the church) and the second six are functional. Callahan recommends that churches focus on their strengths and that for planning purposes we only try to improve “a couple characteristics” at a time. Furthermore he states “Effective churches result when the pastor and key leadership motivate the congregation by focusing on compassion and community. Identifying our key strengths and matching motivation can help us build more effective and stronger churches.”

The Team believed that by surveying St. John’s Church Council and New Members it could fairly accurately determine how St. John’s was currently positioned. The general survey tool will also be used when visiting the “benchmark” churches as the Team seeks to determine if there are “best practices” performed by these churches that St. John’s should adopt to improve our performance.

The Church Characteristics Survey was provided to the Council and New Members with the instructions that they should complete only those questions they believed they understood and had knowledge of by providing a rating from 1 (poor) to 5 (great). The results are presented anonymously and are summarized two ways for each group. The first method shows ratings in the sequence the questions were asked. The second method ranks the characteristics from greatest strength to weakest.

The Church Council ratings (ranked) are as follows:

<u>Characteristic</u>	<u>Type</u>	<u>Rating</u>
Dynamic worship	Relational	4.2
Adequate parking	Functional	3.9
Strong leadership	Relational	3.7
Several excellent programs	Functional	3.6
Effective shepherding	Relational	3.3
Good group ministry	Relational	3.2

Assessment of Current Practices

A concrete mission	Relational	3.1
Adequate facilities	Functional	2.8
Open accessibility	Functional	2.7
Generous giving	Functional	2.6
High visibility	Functional	2.4
Effective decision making process	Relational	2.2

The New Member ratings (ranked) are shown below. Because only three people participated the results are questionable. In summary they are as follows:

<u>Characteristic</u>	<u>Type</u>	<u>Rating</u>
Strong leadership	Relational	4.3
Dynamic worship	Relational	4.2
Several excellent programs	Functional	3.7
Effective decision making process	Relational	3.5
Good group ministry	Relational	3.5
Generous giving	Functional	3.5
A concrete mission	Relational	3.0
Adequate facilities	Functional	3.0
Open accessibility	Functional	2.8
Adequate parking	Functional	2.3
High visibility	Functional	2.3
Effective shepherding	Relational	not rated

Putting the two groups side by side the results are as follows:

<u>Characteristic</u>	<u>Type</u>	<u>Church Council</u>	<u>New Members</u>
Dynamic worship	Relational	4.2	4.2
Adequate parking*	Functional*	3.9*	2.3*
Strong leadership*	Relational*	3.7*	4.3*
Several excellent programs	Functional	3.6	3.7
Effective shepherding	Relational	3.3	not rated
Good group ministry	Relational	3.2	3.5
A concrete mission	Relational	3.1	3.0
Adequate facilities	Functional	2.8	3.0
Open accessibility	Functional	2.7	2.8
Generous giving*	Functional*	2.6*	3.5*
High visibility	Functional	2.4	2.3
Effective decision making process*	Relational*	2.2*	3.5*

Assessment of Current Practices

The characteristics with the symbol * indicate areas where the two groups differed by more than a rating of .4.

The next planned step is to visit each of the benchmarked congregations to determine what “best practices” they follow that we should consider implementing at St. John’s to improve our performance.

Demographic and General Information Findings

This section of the project was conducted to gather information regarding the size and age of our membership, the community in which the church is located and the structure of the management team.

The ELCA Research Department has a wealth of demographic information concerning our community including total population, families and households, race, age, marital status, income, education level, occupation, commute time and home ownership. Age information was the primary information used.

The Pastors and Business Administrator have been working for some time to update the membership information contained in the Church Management Software data base. The update has been completed and shows that we have 1,343 baptized members. The information in the data base was used to print a list of members sorted by age then grouped into categories the way the ELCA reported community information and summarized. The conclusion from this portion of the analysis was that there does not appear to be any correlation between the ages of members in our church and the ages of the community. However, when analyzing the quantity of members by age and school grade and discussing the findings with our Pastor John Christianson and Reverend Heather Hammond of the Minneapolis Synod there are two conclusions:

- 1. A congregation of our size should have 2 full time pastors in place. The Synod recommends that 1 full time pastor be available for a minimum of 500 and a maximum of 900 members. Therefore our decision to search for another full time pastor is validated by these statistics.**
- 2. We have 269 members who are baptized but unconfirmed and 204 who are age 65 or older. Whenever the unconfirmed exceed those 65 or older the congregation is considered to have a healthy distribution of ages.**

The age and school grade analysis noted above was then used to create a table of Christian Education, Music Program and Fellowship offerings for each group. The observations from this work are as follows:

- 1. Christian Education for Children is very strong with 149 members in this group and 156 enrolled in the first week this fall. Normally additional children are enrolled in the second and third weeks. Music programs (choirs) are available for the children through Grade 5.**

Demographic and General Information Findings

Fellowship programs at these ages are Family related but there are limited opportunities at this time.

- 2. Youth Christian Education enrollment is not yet complete but it is believed nearly every one of the 91 7th -9th graders will be in confirmation. After Confirmation it is expected the Youth will attend church but programs are also available for Peer Ministry and Young Adult Mentors (YAMs). Music programs (ensembles and bells) are available from Middle School on for those interested. Fellowship programs are limited to Harbor Nights (Wednesdays) and special events such as canoe trips, skiing and sailing.**
- 3. Adult Christian Education outside of Worship is limited to occasional Bible Studies. Music programs include Chancel Choir, Senior Bells and the Contemporary Music group. Fellowship programs have focused on the one Sunday per month pot luck format-YACHT Club, and 40's Plus group and occasional lunch time outings for the OWLS.**

These observations resulted in the following conclusions:

- 1. More Family fellowship opportunities should be made available for young parents and their children.**
- 2. Adults comprise 989 of our 1343 members and need more Bible Study (spiritual), service and support opportunities.**

As reported in the September Reed we have 486 family units. Of these only 266 committed to a pledge in 2008 (54.7%) for the Operating Budget and 217 (44.7%) have committed to the three year Building Fund (Capital budget) pledge. The conclusions from this are:

- 1. We need a strong annual Stewardship campaign to increase the number of family units making a pledge.**
- 2. The next Capital appeal also needs to be strong to increase the number of family units making a pledge.**
- 3. The average amount pledged per family also should increase at least as much as the CPI inflation rate.**

Human Resources information was obtained and reviewed (excluding wages, salaries and benefits). An inventory of Job Descriptions, the type of employment, the category of payment and the name of the person in each position was recorded. The following observations and recommendations are noted:

- 1. The Organization Chart, Job Descriptions, Employee Handbook and Annual Performance Evaluation form are all available but need to be**

Demographic and General Information Findings

- updated. This is in process and is expected to be completed after this study is completed. Samples of what other churches have done are available and will be distributed to the Human Resources Committee and/or the Business Administrator as requested.
2. It is recommended that the Job Description of each position be standardized to contain a minimum of the following:
 - a. Position title
 - b. Status (full or part time; contractor, exempt or non-exempt)
 - c. Reports to (position title)
 - d. Purpose of the position
 - e. Job duties and responsibilities and percent of time devoted to each
 - f. Experience and competencies required
 - g. Working conditions, physical demands and expectations (including any expectations regarding availability to work evenings, weekends and extended hours when required)

Lastly, capacity information was gathered for the Sanctuary, Education Wing and for Parking. It appears all are adequate for today's needs with the possible exception that some spaces may need to be reconfigured from time to time to accommodate changing needs.

Best Practices

As part of the strategic planning process the team conducted a benchmark analysis of six other large congregations in the Minneapolis Synod of the ELCA by worshipping at each church and conducting an interview with the Senior Pastor. Each person who participated in this effort thought it was extremely worthwhile and has suggested this type of effort continue annually as part of a continuous learning process for our church. We found the following to be the “Best Practices” of this group.

- | | |
|---|--|
| Worship Ministry | <ol style="list-style-type: none">1. Offer at least one evening service weekly.2. Provide at least one weekly contemporary worship opportunity.3. Keep service length to 60 minute maximum even on Communion Sundays. |
| Music Ministry | <ol style="list-style-type: none">4. Invest in paid outside musicians frequently to provide a variety of musical experiences. |
| Family and Children’s Ministries | <ol style="list-style-type: none">5. Create opportunities for the entire family to participate in fellowship and outreach activities, including the children. |
| Youth Ministries | <ol style="list-style-type: none">6. Involve Youth in activities beyond Confirmation throughout their middle and high school years including worship and music as well as fellowship and outreach programs. |
| Adult Ministries | <ol style="list-style-type: none">7. Supply a variety of service, social, spiritual and support programs that are targeted to adults. |
| Outreach Ministry | <ol style="list-style-type: none">8. Actively participate in local outreach organizations and at least one international mission.9. Inform the congregation monthly or quarterly of the results of the ministry programs by providing specific examples of good works. |
| Staffing | <ol style="list-style-type: none">10. Lead programs with staff rather than volunteers for most effective results but involve volunteers as much as possible.11. Utilize a Volunteer Coordinator to integrate new members into the church and to involve existing members. |

Best Practices

12. Fill paid positions from outside the church membership to avoid conflicts of interest.
13. Pay at competitive market rates to ensure that high quality individuals are attracted and retained.
- Buildings & Grounds** 14. Maintain a clean, fresh, attractive and well lit appearance throughout.
- Marketing** 15. Comprehensively market to the membership and local community.
- Financial** 16. Plan a budget surplus to ensure adequate financial reserves are available to carry through short periods of lower contribution activity.
- Mission statement** 17. Create a brief, easy to remember mission statement for members and publish it everywhere on the property and as well as in all publications.

Congregation Survey and Staff Interviews

Schedule G
p 1 of 2

Ministry	Recommended Strategy	Congo. Survey	Staff Interviews
Worship Ministry			
	Add an evening service	22	4
	Offer a non-Traditional service	8	2
	Change current services to Contemporary	9	
Music Ministry			
	Bring in more outside performers	15	1
	Provide more Contemporary music	13	1
	Add Middle/High school performance opportunities	4	
Children and Family Ministry			
	More fellowship and outreach opportunities	3	4
Confirmation (Youth) Ministry			
	Confirmation more inspiring & relevant	22	4
Adult Ministry			
	Arrange general interest education classes	23	1
	Provide more Bible study	19	3
	Add more ministry opportunities-Men's & Women's groups, book studies, fellowship events and support groups	9	3
	Supply child care at adult events	3	
Outreach Ministry			
	Give more resources, time and talent locally	29	1
	Give more to international missions	7	
	Reach out to inner city churches	2	
Church Finances			
	Get every family unit to pledge	3	
	Add new fund raisers	3	
	Build a surplus/pay off mortgage	3	
	Conduct a membership drive	2	

Congregation Survey and Staff Interviews

Schedule G

p. 2 of 2

Ministry	Recommended Strategy	Congo. Survey	Staff Interviews
Buildings & Grounds			
	Remodel interior incl. entryway & canopy	41	5
	Landscape select areas outside	4	
Marketing			
	Develop and implement a comprehensive plan	27	2
	Improve our signs	3	
Other			
	Hire a charismatic/youth oriented Associate	12	3
	Hire a Volunteer Coordinator	2	7

Church Cost Structures

Schedule H

Percent of 2008 Budgeted Amounts

Category	Lord of Mount					
	Bethlehem	Immanuel	Life	Calvary	Trinity	St. Johns
Benevolence	13%	14%	10%	6%	9%	4%
Salaries & Benefits	55%	45%	45%	52%	53%	56%
Ministry Costs	13%	9%	31%	30%	17%	25%
Building	19%	32%	14%	12%	21%	15%
Total	100%	100%	100%	100%	100%	100%
Regular Giving Per Confirmed, Communing Member	\$1,344	\$1,146	\$718	\$812	\$749	\$854

III. Recommendations

Vision Statement

We see St. John's Lutheran Church as a family of Christians committed to becoming a model church for reaching out with the Love of Jesus Christ to intentionally transform the lives of others

Mission Statement

Sharing the love of Christ

Member Mission Statement

We, the members of St. John's, share the love of Christ as we:

Grow-Through daily prayer, weekly worship and regular study of the scriptures

Serve-Within and beyond our congregation

Share- Our time, talents and resources

Goals and Responsibilities

Worship and Music Ministry (Senior Pastor & Director of Music)-Respond to the needs of the congregation and the local community resulting in an increase of average weekly worship attendance of 10 percent per year.

Children and Youth Ministry (Associate Pastor and Director of Children's and Families' Ministry)-Expand and enhance programs to meet the needs of more children attracting more across all age groups resulting in 10 percent more children and youth being actively involved annually.

Adult Ministry (Contract Associate Pastor and Director of Adult Ministries)-Grow and deepen the faith of adult members through educational, service or support opportunities at or through the church resulting in 25 percent more adults each year participating in these offerings.

Volunteers (Volunteer Coordinator)-Establish a Volunteer Coordinator position that maintains an inventory of skills/interests by member and utilizes it to match members to staff and committee needs in 2009. Maintain and enhance this process to involve 25 percent more volunteers annually the first full year after filling the position.

Outreach Ministry (Parish Nurse)-Increase our participation (people and dollars) in the Westonka community, the state, nation and the world from current levels by 20 percent per year.

Finance (Stewardship Committee)-

- 1. 75 percent of Family Units make pledges of resources for the annual operating budget within 5 years.**
- 2. 67 percent of Family Units make a pledge of resources for the capital budget during the upcoming capital appeal.**
- 3. The average pledge to the operating budget will grow at 2 percent above the Consumer Price Index (CPI) per year.**
- 4. A budget surplus of 5 percent of the Operating Budget will exist in 5 years.**

Buildings and Grounds (Property Committee)-Modifications and improvements will be made as required by program priorities.

Fellowship/Relationship Development (Senior Pastor and Volunteer Coordinator)-Care Groups will be formed in 2008. In addition, other small social groups will be formed with involvement in these groups increasing 25 percent annually.

Goals and Responsibilities

Human Resources (Personnel Committee)-A human resource development plan will be put in place in 2009 that outlines long term organization issues and solutions including additions to staff, organization structure, and training/development of staff.

Marketing-(Marketing Committee)-Develop and implement a comprehensive plan in 2009 to market our church locally through the use of a variety of tools including print media, cable TV, the internet, special community events, mailings and CDs.

Accountability-The Church Council and Senior Pastor will measure results toward achieving the above goals and report them to the congregation annually.

Goals and Responsibilities

Background information:

Average weekly worship attendance:

2007 375

1998 550 (peak year)

2001 430 (peak year since 2000)

A compound growth rate of 5% from 2007 equals 479 in 5 years

A compound growth rate of 10% from 2007 equals 604 in 5 years

Mission Support

2007 \$14,757

2006 \$34,871 (peak year since 2000)

A compound growth rate of 20% from 2007 equals \$36,720 in 5 years

Pledges in 2008

Family units-486 Total

-266 Pledge to Operating Budget (54.7%)

-A compound growth rate of 7% per year equals 77% (374 family units) in 5 years. At today's giving rate of \$1,915, \$716,200 or almost 92% of the budget would be covered by pledges

-217 Pledge to Capital (Building Fund) Budget (44.6%)

Average Pledge to the Operating Budget per Family Unit

-\$1,915 annual

-\$36.83 weekly

-A compound growth rate of 5% per year equals \$2,444 in 5 years

Strategies to Accomplish Goals

Worship and Music Ministry

1. Offer at least one evening service (Wednesday) and with a non-traditional liturgy and music (Fall 2009). Consider making this an entire family evening event with a light meal, an abbreviated service followed by Confirmation, children's education, adult education and an experience for High School students.
2. Add a third Sunday morning service with a different liturgy and music from the existing two services (Fall 2012).
3. Develop an off-site worship experience (Fall 2013).
4. Invest in paid outside musicians to increase variety in the music offerings (Fall 2011).

Children and Family Ministry

5. Provide age appropriate social and spiritual activities beyond Sunday school on a regular basis (Fall 2009).
6. Negotiate to have the Kid's Core organization become integrated into St. John's (Spring 2013).

Youth and Family Ministry

7. Make the Confirmation program more inspiring and relevant (Fall 2009).
8. Form separate groups for Middle and High School students. Organize service projects at the church and in the community for each group as well as separate small group spiritual and social opportunities (Fall 2010).

Adult Ministry

9. Manage the adult ministry more formally and expand the service, social, spiritual and support areas with additional offerings to satisfy more needs (Spring 2011).

Outreach and Health Ministry

10. Arrange to have the Parish Nurse become a member of the WeCAN Board of Directors and increase St. John's participation in WeCAN activities (Spring 2009).
11. Regularly inform the congregation in church and through publications of the good works done by its benevolence and outreach (Fall 2009).
12. Form Care Groups to provide a network of people supporting one another in a small group environment (Fall 2008).

Buildings & Grounds

13. Remodel the entry way area including providing a covered entry area and revised exterior signage (Fall 2010).

Strategies to Accomplish Goals

Human Resources

14. Lead programs with staff rather than volunteers for most effective results but involve volunteers as much as possible (Spring 2009).
15. Provide adequate training and documentation for everyone in a leadership position (Fall 2009).
16. Pay at competitive market rates to ensure that high quality individuals are attracted and retained (Spring 2009).
17. Establish a program to effectively determine the interests of new and existing members, maintain an inventory of needs for volunteers and match the two to ensure both new and existing members become actively involved in areas that fit both (Spring 2009).
18. Move to an environment where non-pastoral positions are part time so that each position requires less than the statutory limit of hours requiring benefits. Furthermore, define the positions in a way that allows hours to fluctuate based on workload (Spring 2009).
19. Create an annual objective for each staff person to establish or maintain contact with a small group of peers in comparable or larger churches and benchmark their programs against ours at least once annually so continuous improvement is accomplished (Fall 2009).
20. Establish annual goals for each person/position and measure results (Fall 2009).
21. Keep the Organization Chart, Job Descriptions, Employee Handbook, the Mission of each Committee and Annual Performance Evaluation Form current annually (Spring 2009).

Marketing

22. Comprehensively market to the membership and local community to inform all of our good deeds and the opportunities we provide for growth, service and sharing (Spring 2009).

Financial

23. Develop a small budget surplus that would be used as needed for cash flow in times of need (Fall 2008).
24. Establish and maintain an equity line of credit that would be available for peak needs beyond the surplus noted above (Fall 2008).
25. Budget to a high percentage of the amount pledged (Spring 2009).
26. Focus Stewardship campaigns on increasing the number of family units pledging as well as increasing the amount of the pledge at least as much as the CPI inflation rate (Fall 2008).

Timing of Strategies

Schedule L

Strategy	2008 F	Year 1		Year 2		Year 3		Year 4		Year 5	
		2009 S	2009 F	2010 S	2010 F	2011 S	2011 F	2012 S	2012 F	2013 S	2013 F
<u>Worship & Music</u>											
1. Add a mid week service			x								
2. Add a third Sunday service								x			
3. Add an Off-site service											x
4. Outside musicians							x				
<u>Children & Family</u>											
5. Add social and spiritual activities			x								
6. Integrate Kid's Core											x
<u>Youth & Family</u>											
7. Reengineer Confirmation			x								
8. Add MS and HS activities						x					
<u>Adult</u>											
9. Manage and add programs							x				
<u>Outreach and Health</u>											
10. Parish Nurse to WeCAN Board			x								
11. Broadcast good works											x
12. Form Care Groups		x									
<u>Buildings & Grounds</u>											
13. Remodel entry							x				

Human Resources Plan (Incl. Assigned Priorities)

Worship and Music Ministry

3. Hire a Director of Non-Traditional Worship & Music-Fall 2009-Part time

Children and Family Ministry

8. Assume responsibility for the staff of Kid's Core-Spring 2013

Youth and Family Ministry

1. Hire a Youth Minister-Spring 2009-Full time
6. Hire a Director of Youth and Family Ministry-Spring 2010-Part time

Adult Ministry

7. Hire a Director of Adult Ministry-Spring 2011-Part time

Outreach and Health Ministry

2. Hire a Volunteer Coordinator-Spring 2009-Part time

Marketing

4. Form a Marketing Committee and develop a detailed implementation plan-Spring 2009

Finance & Administration

5. An Administrative Assistant is hired for the Youth Minister and other upcoming new hires-Spring 2009-Part time

All part time positions are assumed to be started at one quarter time and rise the following year to half time. Furthermore, they will not be hired unless the availability of funds is adequate.

Functional Organization Structure

Schedule N

Music & Worship	Fellowship & Missions	Christian Care	Spiritual Formation	Finance & Admin
Adult Choirs Chancel Choir Bell Choir JuBellation	Small Groups OWLS 40's Plus Parents Night Out	Health Care Groups Prayer Chain Prayer Shawl Dstrbtn Meal delivery Visitations Befrienders Communion	Children Cradle Roll Sunday School VBS Family Ministry Nursery Kid's Core/Head Start Cherish Our Children	Administration Publications Reception Secretarial
Children's Choirs Kids of the Kingdom Cherubs	Men's & Women's WELCA Mom's Bible Study Thursday Night Bible Mother/Child Retreat Quilting Prayer Shawl Knitting Pastor's Bible Study Rummage Sale	Weddings & Funerals Weddings Funerals Catering	Youth Confirmation Harbor Nights Mission Trips Peer Ministry YAMs Worship Team After School Progs	Finance Accounting Cash Mgmt Fnc'l Rptng Stewardship
Altar Guild	Outreach PR & Marketing New Service Dvlpmnt Web Master New Member Assm'ltn	Counseling	Adult Education New Member Classes Forums/Classes	Human Resources Comp/Benefits Personnel Volunteers
Multi Media Multi Media Ops Taping Broadcasting Video Production Webcasting	Mission Trips MT4J Local Missions		Christian Pre-School	Information Tech
Hospitality Welcome Desk Ushers Greeters Lay Readers Pew Crew Acolytes	Recreational Activities Bowling Golf Boating Movie Night Senior Outings Picnics and Campouts			Property Contract Svcs Housekeeping Maintenance Memorial Garden Signage
Liturgical Arts				
Contemporary Worship				

Financial Projection

Schedule O

Description	2009	2010	2011	2012	2013
Revenue (see Appendix i)	47,824	95,648	143,472	191,296	239,120
Expenses (see Appendix ii)					
Staff Salaries					
Youth Minister	60,000	80,000	80,000	80,000	80,000
Dir Non-Trad Music	7,500	15,000	15,000	15,000	15,000
Volunteer Coordinator	7,500	15,000	15,000	15,000	15,000
Dir Youth & Family		7,500	15,000	15,000	15,000
Dir Adult Ministry			7,500	15,000	15,000
Administrative Assistant	7,500	15,000	15,000	15,000	15,000
Supplies	4,000	5,000	6,000	6,000	6,000
Technology	15,000	15,000	15,000	15,000	15,000
Marketing		2,000	4,000	6,000	8,000
Contingency	25,000	30,000	35,000	40,000	45,000
Expenses	126,500	184,500	207,500	222,000	229,000
Net Contribution/(Withdrawal) from Annual Operating Budget	-78,676	-88,852	-64,028	-30,704	10,120

IV. Appendix

**Financial Plan
Revenue Assumptions**

Appendix i

	Quantity Each Year							Total
	2000	2001	2002	2003	2004	2005	2006	
<u>Members Received By:</u>								
a. Baptism: Children	36	36	25	31	29	31	25	213
b. Baptism: Adults	0	0	3	1	0	3	1	8
c. Affirmation of Faith	96	84	76	68	68	74	63	529
d. Transfer from:								
1. ELCA Congos	13	9	15	14	13	17	4	85
2. Other Lutheran	2	0	1	3	0	0	2	8
e. From Non-Lutheran Congos	4	0	2	0	0	0	0	6
f. Other & Stat Adj.	0	0	0	0	0	0	0	0
Total Members Added	151	129	122	117	110	125	95	849
Less Children	-36	-36	-25	-31	-29	-31	-25	-213
Adults	115	93	97	86	81	94	70	636
<u>Members Removed By:</u>								
a. Death	11	12	11	11	7	13	14	79
b. Transfer To:								
1. ELCA Congos	21	20	7	16	20	28	6	118
2. Other Lutheran	5	7	0	6	6	2	0	26
c. To Non-Lutheran Congos	2	1	6	1	0	3	2	15
d. Other & Stat Adj.	417	0	0	0	1	5	3	426
Total Members Removed	456	40	24	34	34	51	25	664
Less Stat. Adj.	-417	0	0	0	0	0	0	-417
Net of Stat Adj.	39	40	24	34	34	51	25	247
 Net New Adult Members	 76	 53	 73	 52	 47	 43	 45	 389
 Average Members Likely to Contribute/Year								56
2007 Regular Giving per Confirmed/Communing Member								\$ 854
Incremental Revenue Per Year								47,458

Note: The source for the above numbers is the ELCA Trend Report for St. John's.

Financial Plan
Expense Assumptions

Appendix ii
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1. **Staffing** assumptions are as follows:
 - a. Youth Minister salary and benefit costs are \$80,000 per year with the first year only for 9 months for a cost of \$60,000.
 - b. Other staff salary and benefit costs are \$60,000 per year for full time employees (two thirds salary and one third benefits). The plan assumes new hires will be part time seasonal (9 months per year) without benefits. Therefore, costs are estimated to be \$7,500 for quarter time and \$15,000 for half time.
 - c. Timing of part time employees is expected to be:
 - i. Volunteer Coordinator-2009 \$7,500, 2010-2013 \$15,000 per year
 - ii. Director Non-Traditional Music-same assumptions as Volunteer Coordinator
 - iii. Marketing-volunteers are assumed (no staff cost)
 - iv. Administrative Assistant-same assumptions as Volunteer Coordinator
 - v. Director of Youth and Family Ministry 2010 \$7,500, 2011-2013 \$15,000 per year
 - vi. Director of Adult Ministry 2011 \$7,500, 2012-2013 \$15,000 per year
 - vii. Kids Core-current staff are assumed to transfer to St. John's in 2013 at no net cost increase since the program is at least break even today
2. **Supplies** for paper, printing, and basic office supplies are expected to increase \$1,000 per new hire per year
3. **Technology** costs for long distance, cell phones, internet connectivity, intranet use, fax machines, printers, and computer maintenance are expected to increase \$15,000 per year
4. The **Marketing** program is expected to cost \$2,000 after the first full year (costs begin in 2010) and increase \$2,000 per year to a peak of \$8,000.
5. A **Contingency** of \$25,000 per year has been added to compensate for unknown items not foreseen at this time

Financial Plan
Capital Assumptions

Appendix ii
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1. **\$20,000 of capital in 2009 to start up a mid week Non-traditional Service plus a corresponding increase in the expense budget. This is expected to be covered in the Capital Appeal.**
2. **\$500,000-\$1.0 million in capital for interior (Entry) remodeling and exterior (Canopy/Signage) projects plus a corresponding increase in the expense budget. This is also expected to be in the Capital Appeal.**
3. **\$20,000 per new hire (\$100,000) of capital should be added for Office Space and Furniture in the Capital Appeal.**