

Bloomington Living Hope Lutheran 2009-2012 Strategic Plan

September 9, 2009



What We Believe:

We believe, without question, that the Bible is God's Holy Word.

In the Bible we find the Living Hope – Jesus Christ. He is our Savior from sin and sin's eternal consequences.

In the Bible we also find God's loving will for OUR lives – a living hope.

Our Synod:

We are a part of the Wisconsin Evangelical Lutheran Synod (WELS), a worldwide organization headquartered in Wisconsin. Lutherans affiliated with WELS simply believe that the Bible is the sole source of Christian teachings.



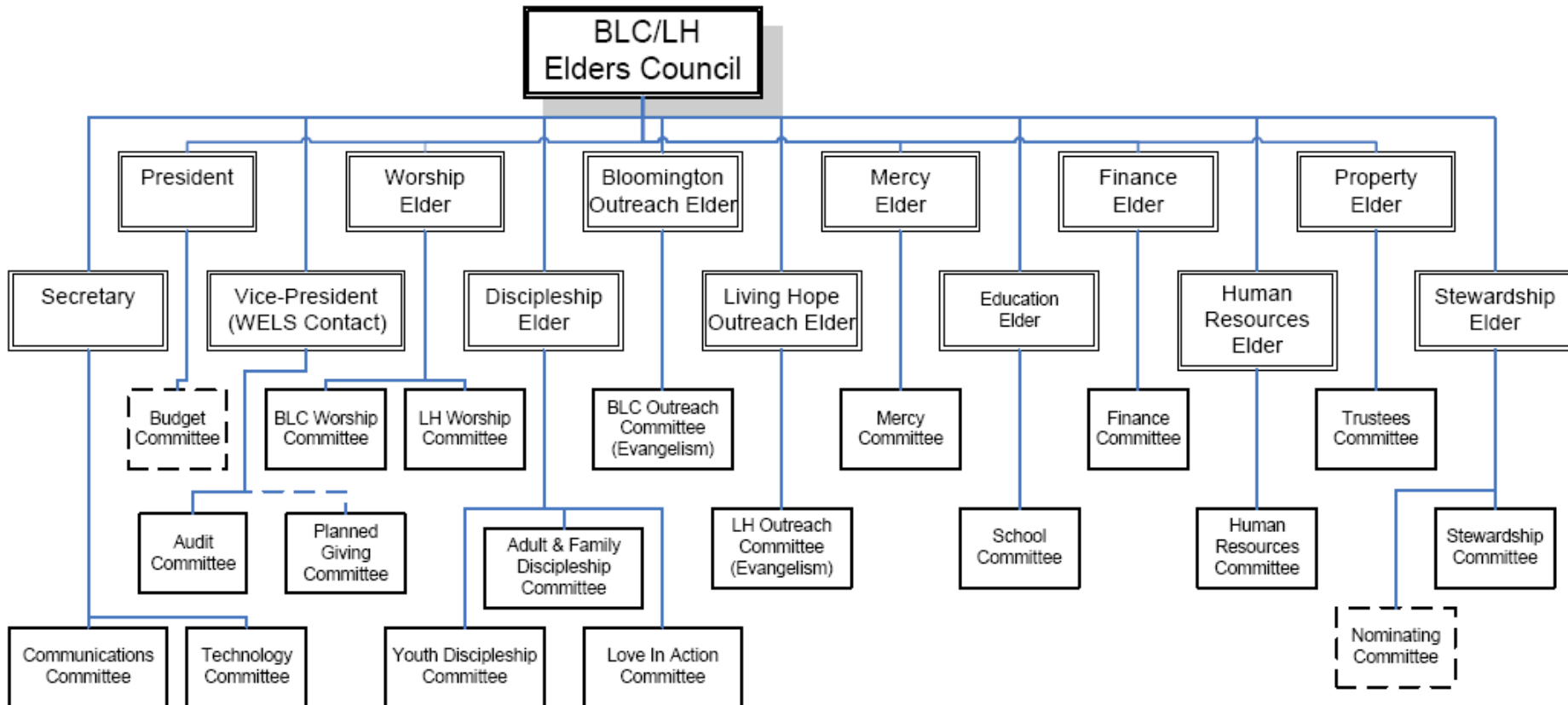
Our Mission:

“To know Him and to make Him known”

Seven Faith Habits to Address this Mission...

- Be regular in worship
- Be regular in the reading and study of God's Word
- Be regular in prayer
- Be faithful in giving
- Be involved in a "small group"
- Be involved in local ministry
- Be involved in ministry to those around us and to the world

Our Leadership Structure



Ministry Priorities

- 1. Worship**
- 2. Membership**
- 3. Active Outreach**
- 4. Assimilation**
- 5. Youth / School Ministry**
- 6. Financial Stability**
- 7. Resources / Staffing**
- 8. Other**

Ministry Priorities – *Defined*

WORSHIP – Worship is engaging and taught with God’s truth and purity; we profess the reality but also the redemption of sin, by grace alone, through faith in our Lord, Jesus Christ.

MEMBERSHIP – Members demonstrate regular worship attendance, faithful/consistent giving, and active participation in church sponsored programs; visitors feel welcomed in God’s house and seek to worship with us again.

ACTIVE OUTREACH – Based on Christ’s commission, we shall “go and make disciples” with worldwide interests but local actions.

Ministry Priorities – *Defined*

ASSIMILATION – Both existing and new members feel a “oneness” with Christ and engage in a variety of small group ministries to foster Christian growth and fellowship.

YOUTH / SCHOOL MINISTRY – Bloomington/Living Hope Lutheran Church & School shall strive to incorporate the principles of nurturing, disciple making, and outreach with all of its youth.

FINANCIAL STABILITY – Bloomington/Living Hope ministries seeks to operate with a balanced budget approach.

RESOURCES / STAFFING – Bloomington/Living Hope will serve its members through both called and volunteer workers, with emphasis on matching the unique, God-given talents of individuals with required tasks.

Ministry Priority – Worship

Description of Excellence / Future State:

Worship is engaging and taught with God’s truth and purity; we profess the reality but also the redemption of sin, by grace alone, through faith in our Lord, Jesus Christ.

Initiative	Actions Today (Next 6-12 months)	Action – Future (Next 1-2 years)	Owner
Didactic preaching (interactive, “bible-study” approach to worship services)	<ul style="list-style-type: none"> • Pilot concept introduced during summer worship • Offer “deeper dive” in bible study that follows 	<ul style="list-style-type: none"> • Execute / integrate into routine worship schedule • Complement with in-home materials 	<ul style="list-style-type: none"> • Spaulding
Breadth of service options / opportunities	<ul style="list-style-type: none"> • Expand LH service options to Sat. or Mon. evening 	<ul style="list-style-type: none"> • Evening vespers (praise & worship vs. liturgical service) • Experiential service (using all 5 senses) 	<ul style="list-style-type: none"> • Strehler / Zahn • Elder of Worship
Bible Study / Sunday School / Sanctuary	<ul style="list-style-type: none"> • Increased participation in current bible study options • Provide in-home materials 	<ul style="list-style-type: none"> • Established small group studies, ideally with “like” groups (i.e., young parents, etc.) 	<ul style="list-style-type: none"> • Schroeder
Music variety	<ul style="list-style-type: none"> • Expand rotating schedule of traditional + contemporary • More teaching/introductions • Utilize fitting recordings 	<ul style="list-style-type: none"> • “Authentic” worship style (i.e., performed using style as intended by the composer) 	<ul style="list-style-type: none"> • Strehler / Zahn

Ministry Priority – Membership

Description of Excellence / Future State:

Members demonstrate regular worship attendance, faithful/consistent giving, and active participation in church sponsored programs; visitors feel welcomed in God's house and seek to worship with us again.

Initiative	Actions Today (Next 6-12 months)	Action – Future (Next 1-2 years)	Owner
Clearly define what it means to be “regular” in giving & worship participation, for existing and new members	<ul style="list-style-type: none"> • Create marketing material to spell out expectations & benefits of membership • Better utilize/analyze attendance metrics (catch the weak in faith, before too late) • Better marketing of / turnout at congregational meetings 	<ul style="list-style-type: none"> • Establish “Calling Elders” (ad hoc or formal retention committee) to reach delinquent • Explore worship and/or giving “commitment” cards • Prepare tools for regular, two-way feedback 	<ul style="list-style-type: none"> • Elder of Stewardship + pastoral staff
Financial Giving <i>(plate & envelope, special fund drives, etc.)</i>	<ul style="list-style-type: none"> • Highlight relativity of offerings to other “expenses” • Explore electronic giving (beyond “Simply Giving”) 	<ul style="list-style-type: none"> • Expand “Give Godly, GiveWise” campaign • Generate stronger interest in 3rd source funds 	<ul style="list-style-type: none"> • Elder of Stewardship • Spaulding
Progression in faith knowledge / fellowship <i>(develop a higher level of maturity/spiritual growth)</i>	<ul style="list-style-type: none"> • Love in Action • Solicit members to join small group bible studies 	<ul style="list-style-type: none"> • Ensure convenient, seamless process for small group sign-up 	<ul style="list-style-type: none"> • Schroeder
New member education, on-boarding & recognition	<ul style="list-style-type: none"> • Orientation classes/potlucks • Solicit participation in groups 	<ul style="list-style-type: none"> • Easy small group sign-up • Shepherding program 	<ul style="list-style-type: none"> • Pudell / Schroeder

Ministry Priority – Active Outreach

Description of Excellence / Future State:

Based on Christ’s commission, we shall “go and make disciples” with worldwide interests but local actions.

Initiative	Actions Today (Next 6-12 months)	Action – Future (Next 1-2 years)	Owner
<p>Capitalize on first impressions; Member training in relationship evangelism</p>	<ul style="list-style-type: none"> • Formalize greeter program at LH location (separate from Love in Action) • Welcome center / kiosks 	<ul style="list-style-type: none"> • Parking lot greeters • Re-establish the “Day of Great Commission” • ESL program 	<ul style="list-style-type: none"> • Elders of BLC & LH Outreach
<p>Maximize opportunities for corporate fellowship</p>	<ul style="list-style-type: none"> • Vacation Bible School • Camps (drama, soccer) • Block parties; movie nights • Concerts / Benefits (ie, Mercy Ministry) 	<ul style="list-style-type: none"> • Intentionally create more opportunities for visibility and community outreach • Define “rules” for private use of facilities by members/non-members 	<ul style="list-style-type: none"> • President • Pastoral Staff
<p>Living Hope community</p>	<ul style="list-style-type: none"> • Explore digital sign/screen on Cty. Rd 18 (high traffic) 	<ul style="list-style-type: none"> • Institute mailings, canvassing, etc. as real estate market rebounds 	<ul style="list-style-type: none"> • Elders of BLC & LH Outreach
<p>School – recruitment</p>	<ul style="list-style-type: none"> • Target prior to school age • Target pre-school class for easy transition to K-8 • Referral bonuses 	<ul style="list-style-type: none"> • Advertise to new residents via “welcome wagon” of Shakopee, Savage, Prior Lake & Bloomington 	<ul style="list-style-type: none"> • Principal Schmidt • Elder of Education

Ministry Priority – Assimilation

Description of Excellence / Future State:

Both existing and new members feel a “oneness” with Christ and engage in a variety of small group ministries to foster Christian growth and fellowship.

Initiative	Actions Today (Next 6-12 months)	Action – Future (Next 1-2 years)	Owner
Engage and expand small Word groups (currently there are +/-90 active small groups)	<ul style="list-style-type: none"> • Stabilize “Love in Action” • Initiate pilot groups using materials from Pastoral staff • Link members of various small groups together 	<ul style="list-style-type: none"> • Resurrect and utilize “time and talents form” for all members, especially new • Secure passionate leaders for WORD study 	<ul style="list-style-type: none"> • Elder of Discipleship • Schroeder
Forge closer ties w/ select or neglected demographics, inside and outside of our church body, to which members can cater	<ul style="list-style-type: none"> • Start new member worship services / potlucks • Singles group ministry • Young couples (no kids) • MOPS (pre-school kids) • Asian & E. Indian cultures 	<ul style="list-style-type: none"> • Establish mentor program for new members • “Shepherding” Program (for straying members) • Japanese ministry 	<ul style="list-style-type: none"> • Spaulding / Schroeder
Solidify relationships (especially with indigenous groups)	<ul style="list-style-type: none"> • Youth programs • Formal “meet & greet” instituted pre or post services • “Connections that count” Sundays • Corporate fellowship events 		<ul style="list-style-type: none"> • Pudell / Henkel • Elder of Discipleship

Ministry Priority – Youth/School Ministry

Description of Excellence / Future State:

Bloomington/Living Hope Lutheran Church & School shall strive to incorporate the principles of nurturing, disciple making, and outreach with all of its youth.

Initiative	Actions Today (Next 6-12 months)	Action – Future (Next 1-2 years)	Owner
Classroom expansion (and K-8 grade level expansion at LH)	<ul style="list-style-type: none"> • Initiate all day Kindergarten program at BLS location • Assess enrollment figures required for break-even 	<ul style="list-style-type: none"> • Expansion of youth programs • Explore construction of a LH “shell” for additional classroom / program space (cash only, internal completion by members) 	<ul style="list-style-type: none"> • Board of Elders (pending balanced budget & cong. approval)
Recruitment & Retention	<ul style="list-style-type: none"> • Stronger marketing efforts to proactively “sell” parents of pre-K to continue enrollment • Simplified, web surveys (i.e., www.surveymonkey.com) 	<ul style="list-style-type: none"> • Align school programs more closely to VBS and Youth efforts (ie, offer sports / camp alternatives to community education) 	<ul style="list-style-type: none"> • Elder of Education • Principal Schmidt
Youth Programs (Youth Encounter, etc.)	<ul style="list-style-type: none"> • Pursue further engagement with youth of congregation to ensure lasting ties to BLLH 	<ul style="list-style-type: none"> • Dedicated bible study space 	<ul style="list-style-type: none"> • Henkel
Financial support / tuition assistance to students	<ul style="list-style-type: none"> • Assess pilot program granting tuition breaks for referrals • Matching Gifts, Scrip \$ 	<ul style="list-style-type: none"> • Third-source funding via “alumni & friends of BLLH schools” campaign 	<ul style="list-style-type: none"> • Elder of Education • Principal Schmidt

Ministry Priority – Financial Stability

Description of Excellence / Future State:

Bloomington/Living Hope ministries seeks to operate with a balanced budget approach.

Initiative	Actions Today (Next 6-12 months)	Action – Future (Next 1-2 years)	Owner
Achieve sufficient annual operating budget without increasing debt	<ul style="list-style-type: none"> • Maximize Raise the Roof / STV run-out; sustain giving rate despite conclusion of special fund drives 	<ul style="list-style-type: none"> • Establish standard practice of including debt reduction payment in operating budget 	<ul style="list-style-type: none"> • President; • Vice-President • Elder of Finance
Third Source Funding	<ul style="list-style-type: none"> • Encourage use of matching gift programs • Promote BLLH church & school as viable & worthy recipient via endowments/ estate planning 	<ul style="list-style-type: none"> • Establish formal protocols and explore fees for part-time facility use by outside parties • Market facility space 	<ul style="list-style-type: none"> • Elder of Stewardship • Endowment committee • Principal
Ensure awareness of BLLH’s financial stress over the last 5 years <i>(fund drives/vibrant facility growth have masked operating deficits)</i>	<ul style="list-style-type: none"> • Time with recession so that members see the economic burden also affects BLC • Ensure financials shared with members (in bulletin, etc.) are understandable 	<ul style="list-style-type: none"> • Pursue additional means to communicate financial status, in order to keep giving and ministry needs “top of mind” with members 	<ul style="list-style-type: none"> • Elder of Finance
Enhance financial reporting, analysis and projections	<ul style="list-style-type: none"> • Achieve more robust analysis of internal giving trends, by location 		<ul style="list-style-type: none"> • Elder of Finance • Vice-President

Ministry Priority – Resources/Staffing

Description of Excellence / Future State:

Bloomington/Living Hope will serve its members through both called and volunteer workers, with emphasis on matching the unique, God-given talents of individuals with required tasks.

Initiative	Actions Today (Next 6-12 months)	Action – Future (Next 1-2 years)	Owner
Employee roles & responsibilities	<ul style="list-style-type: none"> • Review and/or write formal position descriptions for all called staff at church & school • Regular (semi-annual) performance reviews 	<ul style="list-style-type: none"> • Alignment of strengths to tasks required / performed 	<ul style="list-style-type: none"> • Elder of Personnel • Pastoral staff + Principal
Growth & development of called staff	<ul style="list-style-type: none"> • Research uses / options of sabbaticals within peer churches or schools; solicit topics from pastoral staff 	<ul style="list-style-type: none"> • Define “continuous education” coursework, via synod or other means • Pilot sabbatical program for pastoral staff 	<ul style="list-style-type: none"> • President / VP
Increase staff efficiency by utilizing lay members as much as possible <i>(ie, “let leaders lead”)</i>	<ul style="list-style-type: none"> • Develop a formal list of membership talents, upon which staff can draw • Develop a formal list of volunteer help (i.e., stay at home parents) 	<ul style="list-style-type: none"> • Revisit bylaws and needs for called staff attendance at Elders/board meetings 	<ul style="list-style-type: none"> • Elder of Human Resources • Elder of Stewardship

Ministry Priority – OTHER

Initiative	Actions Today (Next 6-12 months)	Action – Future (Next 1-2 years)	Owner
Facility expansion / maintenance	<ul style="list-style-type: none"> • Roof repair / carport replacement (via “<i>Raise The Roof</i>” campaign) • Become financially stable and reserve funds for capital investments (desired cash-only transaction) 	<ul style="list-style-type: none"> • Explore construction of a Living Hope “shell” (see <i>Youth/School Ministry</i>) • Automatic irrigation system 	<ul style="list-style-type: none"> • Special task-force • Elder of Property
Technology upgrades	<ul style="list-style-type: none"> • Server upgrade • Sound Equipment 	<ul style="list-style-type: none"> • Computer refresh • Copier lease • Phone system • Security systems at all three locations 	<ul style="list-style-type: none"> • Administrator