

# Long-Range Planning Committee Final Report to Elders

**St. Paul's Lutheran Church  
352 West Wood Street  
Decatur, Illinois 62522  
April 2008**

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## **INTRODUCTION**

It is in service to God and the Lutheran Church Missouri Synod mission that the Long Range Planning Committee was assembled in March 2007, to begin studying and investigating the data to determine the needs of St. Paul's, developing recommendations for a 10-year vision and a strategic plan to achieve that vision.

The committee quickly acknowledged that our own reasoning, and desires must be subject to scripture (Proverbs 16:3, 9; 19:21), and we consistently referred to scripture in our devotions to assure that we were staying on par with Biblical precepts. In addition, each of us has had individual prayer partners during this process.

The Long Range Planning Committee (LRPC) believes that the members of St. Paul's are called to continue the work of Christ in this world; and to go and make disciples of all nations. The committee also recognizes that God's desire is that all believers continue to grow in faith and extend His kingdom.

### **Committee Members:**

Gary Augustine  
Jim Cornelissen  
Greg Florian  
Teena Lichtenberger  
Jess Matheny  
Nancy Minton  
Glenda Williamson  
Elder Representative – Jeff Entler  
Advisors – Pastor Wray/Pastor Rob

## **HISTORY AND BACKGROUND**

St. Paul's Lutheran Church, Decatur, IL, founded in 1864, currently has 3004 Baptized Members, and 2210 Communicant Members. St. Paul's is a member of the Lutheran Church Missouri Synod (LCMS).

In faith, St. Paul's built their first 28' x 30' wood frame church structure on Wood & Edward in 1864. Land was purchased for about \$400.

In faith, the church structure was moved to Jackson & East Prairie in 1880, to be used for a Christian Day School.

In faith, a new brick school structure was constructed at Jackson & East Prairie in 1904 and used until 1929. (\$7,000 investment)

In faith, a brick parsonage was built for \$5,000 in 1912 to serve as home for the pastor until 1949. It was razed to make room for the new sanctuary.

In faith, two additional lots on Wood St. to the east were purchased and a parish house was built for \$75,000. Worship was held here during the depression and WWII because the church building was razed in 1929.

In faith, in 1949-50 the new Gothic-style sanctuary was built and dedicated in June 1950.

In faith, in 1963 the newly-remodeled Parish House (including an auditorium with a 450-person seating capacity), additional classrooms, meeting rooms, school rooms, and fellowship hall with kitchen to the east of the Parish House was built and dedicated. The total cost of the new church, connecting wing, furnishings and purchase of a parsonage at 841 W. Wood was \$435,000.

In faith, the existing educational wing, fellowship area, and offices were built and dedicated in 1988.

In Hebrews, Chapter 11, it says “Now faith is being sure of what we hope for and certain of what we do not see.” When asked to do the impossible, when challenged by God to trust Him, the prominent figures of the Bible (Noah, Moses, Abraham, Joseph, Isaac, Joshua – the list goes on and on), proceeded in a leap of faith. The point of this passage was not simply to remind early Christians of their rich, spiritual heritage, but to inspire and to challenge them as they faced an uncertain future. When we look at the past of St. Paul’s we certainly see visionary leaders who took bold leaps of faith in order for St. Paul’s to grow to what it is today - a strong, healthy congregation based on God’s Word and committed to spiritual growth. We should note that St. Paul’s has seen its greatest growth and has truly been blessed by God whenever they took a leap of faith.

## **CORE VALUES**

Core values are the commitments that drive an organization from day to day. Understanding the core values of a church is important to determine the direction in which the church should be headed. These values, confirmed in our recent surveys and forums, were actually determined several years ago. They are as follows:

- God’s grace, through Word and Sacraments is our foundation.
- Reaching lost people is our primary mission.
- Spiritual growth is the norm for every believer.
- We will guard doctrinal purity while striving for cultural relevance.
- Each person is uniquely designed to make a difference for Christ.
- We strive to organize every ministry around small group concepts.
- We view the family as primary in raising Godly children.
- Goal setting, evaluation and supervision help ensure excellence.
- God’s work requires Christians to deal lovingly with others.
- We strengthen and encourage believers to impact others for Christ.

## **SCOPE**

When given this assignment, the committee asked the Elders to determine the scope of this project. The Elders set the scope as follows:

**In-Scope** – all worship sites, all worship forms and formats, all facilities, and all ministries (except as noted).

**Out of Scope** – current governance forms and post-modern ministry.

## **DEFINING THE PLAN**

The LRPC constructed ten strategic questions that we wanted to be able to answer at the conclusion of our study. They are:

- 1) What are the trends and expectations of churches today?
- 2) What is our current member profile?
- 3) What is the profile of the people in our local community?
- 4) Is God a living presence in our church?
- 5) Do we reach out and draw others into the St. Paul's community?
- 6) How is St. Paul's doing at developing our members toward Christian maturity?
- 7) How are we equipping our members for ministry and outreach?
- 8) What is our current staffing and organizational structure?
- 9) How are we sharing our resources and utilizing partnering relationships to build the kingdom beyond the walls of St. Paul's?
- 10) What resources need to be strengthened or improved to continue growing and maintain quality and effectiveness?

## **SHARED VISION**

While the LRPC does not seek to replace the St. Paul's mission, we agreed on a vision statement to move St. Paul's into the next ten years, making decisions that are consistent with the vision.

*Empowered by the Holy Spirit, we strive to make disciples of all nations.*

*While our desire is to reach all the lost, we recognize that we have the most significant impact on those with whom we neighbor, work and play. Our primary target is the people whom the Lutheran Church Extension Fund demographic studies describe as being most similar to the St. Paul's members.*

*We respond to all people with the love and acceptance of Jesus, offering solid biblical truth, quality and relevant sermons, and a great learning process from cradle to eternity, which builds the home and strengthens families. We will lead people to a vibrant relationship with Christ and a strong fellowship with other believers, through responsible participation in this community of faith.*

*Our intent is to be recognized as a leading congregation in growing the family of faith, in numbers and in spiritual maturity.*

## **MISSION**

The mission statement of St. Paul's has not changed. "Build the home...change the world". This statement is a succinct expression of our collective effort to create liturgy, ministry, and fellowship that matter in our lives and in the world, not just on Sunday mornings but throughout the week where we work, live and play. We want to build upon that statement so that this generation of St. Paul's members embraces it and carries it out for the future ministry of this congregation.

## **INCLUSION STATEMENT**

Each person who enters St. Paul's seeking to know Christ shall be welcomed as one for whom Jesus died, regardless of marital status, income, ability, national origin, race, gender, or any other categories by which the world seeks to define and divide us. We simply open our arms to those who seek the Lord.

## **GATHERING THE DATA**

The LRPC determined that in order to answer the strategic questions, we would need to gather the following:

- Literature Reviews on Change and Growth in America
- St. Paul's Background and Demographics
- Community Demographics
- Community Vision
- Information from other Growing Churches
- Community Survey on Church Preferences
- Congregational Survey
- 7-Mile Radius Information from Lutheran Church Extension Fund

## **LITERATURE REVIEW**

A Gallup Poll conducted in March 2007 (Newport, 2007), determined that "more than 40% of Americans claim to attend a church or synagogue regularly, and only about 15% say they never attend." The average responses for the frequency of attendance "for all of 2006 were 31% reporting attending once a week, 12% almost every week, 15% about once a month, 28% seldom and 14% never."

In this poll, based on 562 adults surveyed who indicated they attend church at least monthly, the following is how they answered, "*What is the most important reason why you attend church or synagogue?*"

For spiritual growth and guidance	23%
Keeps me grounded/inspired	20%
It's my faith	15%
To worship God	15%
The fellowship of other members/the community	13%
Believe in God/Believe in religion	12%
Bought up that way/A family value/Tradition	12%
Other	4%
No reason in particular	1%
No opinion	(less than 0.5%)

NOTE: PERCENTAGES ADD TO MORE THAN 100% DUE TO MULTIPLE RESPONSES.

(Newport, 2007) states his findings as “women are more frequent church attenders than men, but the reasons men and women give do not differ significantly.”

After the terrorist attacks on September 11, 2001, the Gallup Poll News Service (2007) showed there was an increase of 3% in religious importance in America, but it was not sustained. The importance of religion in American's lives has fallen to 57%, a percentage lower than before the attacks.

CCSP conducted a mega-survey (a study of 14,301 churches, synagogues, parishes, temples and mosques conducted in 2005), to explore many sources of congregational growth and decline. The study reports that contemporary worship, geographic location, a website and the absence of conflict are key factors in why some congregations in America are growing. Hadaway (2006, pp.1-12) stated:

- 46% of the congregations in which the leaders said they are willing to change to meet new challenges have experienced the highest level of attendance growth.
- Congregations located in newer suburbs are more likely to experience growth, but it was also noted that congregations cannot rely on an increasing supply of newcomers, but must do ministry within a stable or declining population.
- Only 14% of congregations were growing in areas that experienced no growth or actual decline in the number of households.
- Younger congregations are most likely to grow. The question asked is: Is this because new congregations are more likely to be started in growing suburban areas? However, even outside of newer suburbs, younger congregations are more likely to grow than older congregations.
- The vast majority of congregations in America are composed of a single racial/ethnic group. However, congregations that are composed of two or more racial/ethnic groups – are most likely to have experienced strong growth in worship attendance. Least likely to grow rapidly are

predominantly white, non-Hispanic congregations. Not only is the Anglo majority a shrinking proportion of the American populations, but racial/ethnic minority churches and multi-racial/ethnic churches tend to be newer and to have more dynamic, exciting, and inspiration worship services.

- The average parishioner tends to be older than the average American, but not all congregations are composed primarily of older adults. Those that have a healthy mix of ages tend to be growing, but most important to growth is the ability of congregations to attract young adults and families with children. Most younger congregations are found in the suburbs and are thus able to reach that increasingly elusive commodity in American society: married couples with children in the home. Yet the fact that such congregations are also able to reach younger adults in general implies that they have qualities that go beyond an advantageous location. They tend to be more exciting, innovative, and are more involved in recruitment. They want to reach people and make the effort to do so.
- Not surprisingly, the proportion of households with children in the home is related to growth. More is better. However, the same cannot be said for the proportion of females among active participants. Even when controlling for the proportion of older participants, a higher proportion of women in the congregation is associated with decline rather than growth. As was the case for younger adults, the congregation that is able to attract larger proportions of men, who also tend to be less religiously active, is the exceptional congregation – and is more likely to grow.
- Growth is much more likely among evangelical and “other Christian” congregations. Growth is much less likely among mainline and Catholic and Orthodox congregations. Mainline denominations have been in decline since the mid-1960’s. As many observers have suspected, increases in the Catholic and Orthodox constituency have not translated into increased worship attendance in their churches. The proportion growing is highest on the two end points: predominantly conservative congregations and liberal congregations (growth rates of 38% and 39%, respectively). Growth is less likely among congregations that say they are “right in the middle.”
- Growing churches are clear about why they exist and about what they are to be doing. Churches in evangelical denominations and “other Christian” groups are much more likely to “strongly agree” that their congregation has a clear mission and purpose than mainline congregations (50% or more vs. 26%).
- Congregations that have experienced major conflict are quite likely to have declined in attendance.

- In general, the more worship services a congregation holds, the more likely it is to have grown. But do churches grow because they have more worship services or do they grow first and then need to add additional services? There is not a definitive answer to that question, but controlling for size in 2000 and 2005 suggests that congregations tend to add worship services to accommodate additional attendees and also to encourage growth.
- In terms of the character of worship itself, the descriptors most strongly associated with growth are “joyful,” “exciting,” “inspirational,” and “thought-provoking.” Less important, but still related to growth, were “filled with a sense of God’s presence” and “informal.” Exciting worship and the use of certain instruments to make worship more exciting are strongly related to growth and particularly so in evangelical churches.
- Also associated with growth/decline was the participation of children in worship through speaking, reading, and performing.
- Among congregations that never or seldom involve children in worship, 32% declined in worship attendance, as compared to only 5% of congregations which always included children.
- Institutional change is necessary for a congregation to adapt to a changing environment. Part of that change may be in its worship services. Changing worship format and style may involve very minor things such as a different worship time or a slight alteration in the order of the service. Such changes do not really affect whether or not a congregation grows. However, greater changes tend to be associated with growth. Congregations that changed their worship services moderately or a lot were more likely to experience substantial growth than congregations that changed worship only a little or not at all. Whether or not the change involves elements of the worship style, the focus in growing congregations is *openness* to change.
- Growing congregations are those that have intentionality about growth, rather than just wanting to grow. Congregations that developed a plan to recruit members in the last year were much more likely to grow than congregations that had not. Growth requires intentionality, but it also requires action and the involvement of members and active participants. As other studies have shown, the primary way people first connect with a congregation is through a pre-existing relationship with someone who is already involved. Where “a lot” of members are involved in recruitment, 63% of congregations are growing.
- Congregations that have started or maintained a web site in the past year are most likely to grow. (2006, pp.1-12)

Gallup reports that 2002 surveys show an “unprecedented desire for religious and spiritual growth among people in all walks of life and in every region of the nation.” They continue, “It is for churches to seize the moment and to direct this often vague and free-floating spirituality into a solid and lived-out faith.” “As Gallup surveys have repeatedly shown, many Americans hold both traditional and nontraditional beliefs at the same time.” They also report “Many people say they believe Jesus Christ is the only way to salvation, but in the next breath say there are many paths to God.” (Gallup and Lindsay, 2002, p.8)

Will religious faith in America have the power and depth to deal with these problems? Much work lies ahead, for a number of surveys shows that faith in our society tends not to be a mature or “integrated faith” revealed by a solid commitment to God and lived out in service to others. In one Gallup survey it was discovered, on the basis of a twelve-item scale, that only 13 percent of Americans have what might be called a truly transforming faith (from *The Saints Among Us* by George Gallup Jr. and Tim Jones). Gallup and Lindsay (2002, p. 9)

“Many factors conspire to cause separateness in our society. At a personal level, there are high mobility, divorce, and the breakup of families. “Radical individualism” continues to have a hold in the religious lives of Americans. The large majority of Americans, for example, believe that one can be a good Christian or Jew if one does not attend church or synagogue. Many believe that small groups, rooted in prayer and Bible study, may be the best hope for a renewed church in this century.” Gallup, et al. (2002, p. 13)

“To a growing extent, survey evidence, as noted earlier, indicates the church of the future will be shaped from the “bottom up” rather than the “top down.” One survey showed that Americans by a six to one ratio said the laity should have great influence in their churches. The ratio is yet higher among young upscale groups, who will provide a large share of the leadership of churches in the future.” Gallup, et. al. (2002, p. 17)

## **ST. PAUL’S INFORMATION**

### **Worship Services**

St. Paul’s currently has five weekend worship services at two locations.

Saturday – 6:00 p.m. contemporary service - St. Paul’s Sanctuary on West Wood Street  
Sunday – 8:00 a.m. traditional service – St. Paul’s Sanctuary on West Wood Street  
Sunday – 9:30 a.m. contemporary service – St. Paul’s Sanctuary on West Wood Street  
Sunday – 10:00 a.m. contemporary service – Shilling Auditorium, Brush College Rd.  
Sunday – 10:45 a.m. contemporary/traditional blended service - St. Paul’s Sanctuary  
on West Wood Street

## Paid Staff

The staff at St. Paul's consists of the following:

Senior Pastor	Rev. Wray Offermann
Executive Pastor	Rev. Rob Mrosko
Mission Pastor	Rev. Troy Roenfanz
Vicar	
Director of Youth Ministry	Eric Brei
Director of Children's Ministries	Sheila Rudat
Director of Care Ministries	Beth Simminger
Director of Early Childhood Ministries	Kay Durkee
Director of Women's Ministries	Open
Director of Community Life	Gloria Greene
Director of Worship and Music	Laura Mueller
(2) Choir/Worship Leaders	Linda Ippel/Heidi Sack
Staff Musician	Steve Widenhofer
Director of Communications	Ted Smith
Accounts Payable	Roy Luecke
Pastoral Administrative Assistant	Jan Allen
Office Manager	Mickey Johnson
Assistant Daycare Director	Jaime Henry
Preschool and Daycare Staff	17 Teachers/4 Part time employees
Sound Technician	Kenny Smith
(2) Maintenance and Custodial Care	Tom O'Dear/Monty Gum/Adam Gum

In the fall of 2003, St. Paul's formed small groups to study the "40 Days of Purpose" series. While that seemed to propel an increased number of worshippers in 2004 and 2005, the committee believes the rapid increase placed pressure upon existing areas of the church, and St. Paul's as a church body was afforded little time to articulate the church's expectations for those who had come for the first time or who had returned seeking Christ's Spirit among the members, and St. Paul's never reached those attendance levels again.

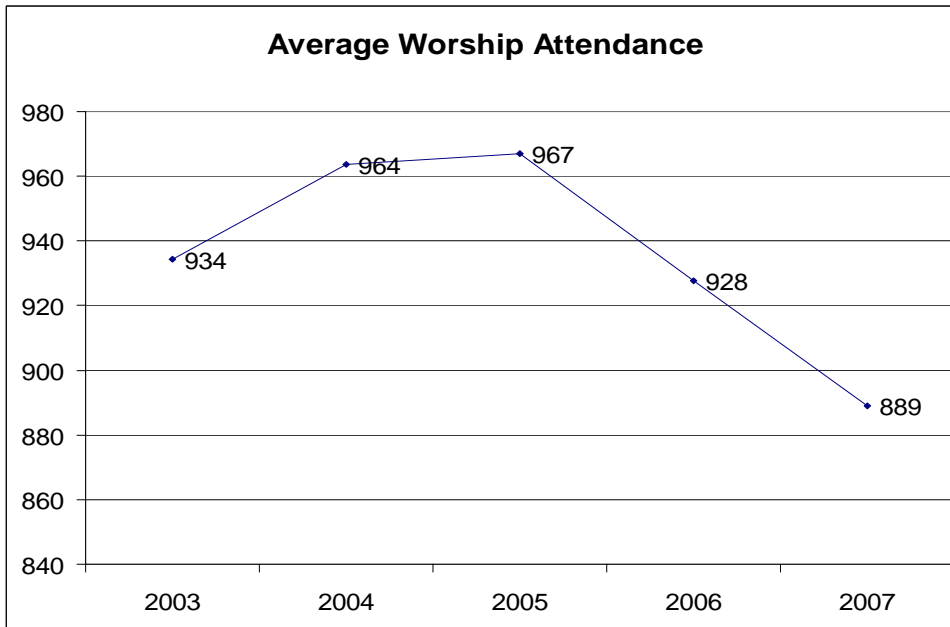
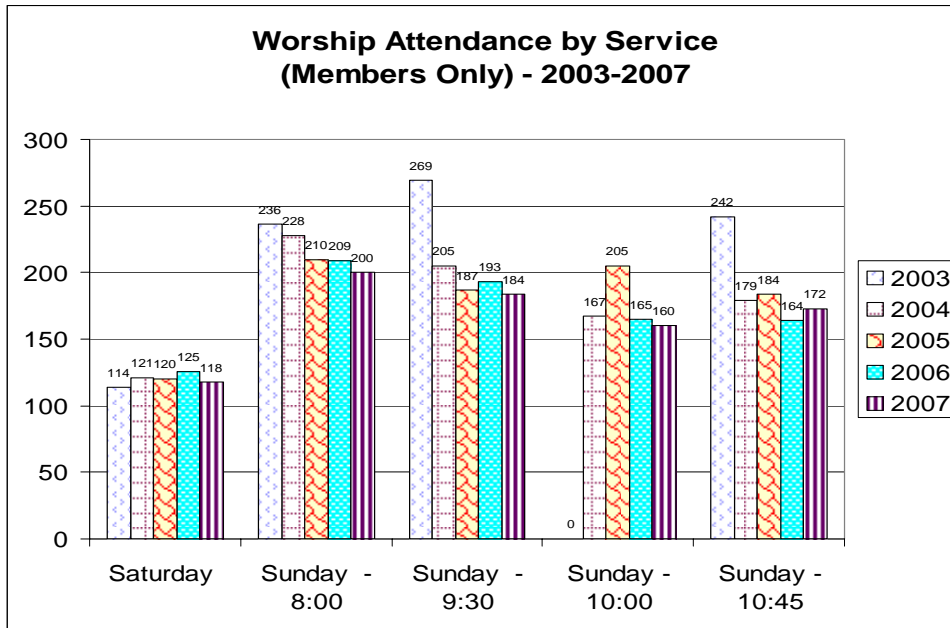
During the Fall of 2003, St. Paul's also formed another worship site, specifically a "seeker" service, at the Shilling Education Center on the campus of Richland Community College. This service grew rapidly in attendance numbers in 2005, but the approximate 40 people who were with us through the "newness momentum" at that service seemed to have disappeared and are not attending another service. Overall guest attendance did not seem to have a significant increase with the addition of the "seeker" service.

## ANALYZING THE DATA

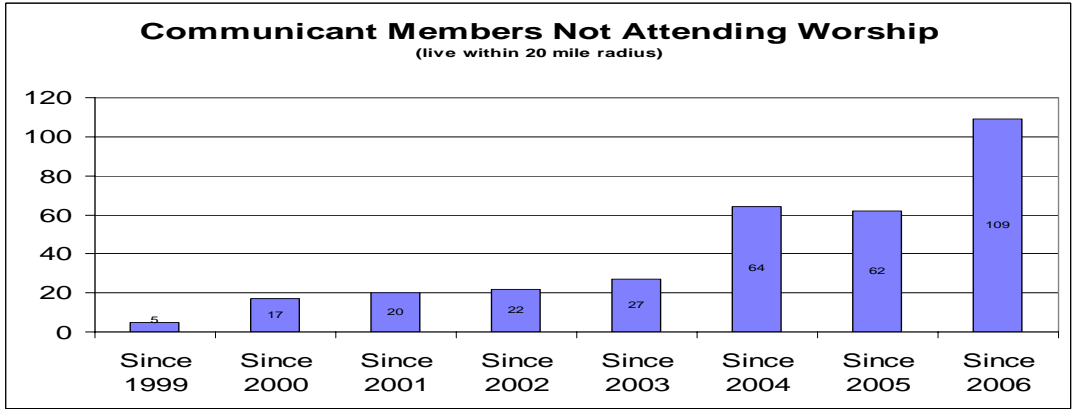
\*Charts can differ in numbers of members, etc. due to differentiation in dates when church information was gathered. Some church data was cleaned up during this process.

### Worship Attendance & Membership Information

St. Paul's is still considered a very large church, but the data shows the church attendance and growth is on a downward trend.

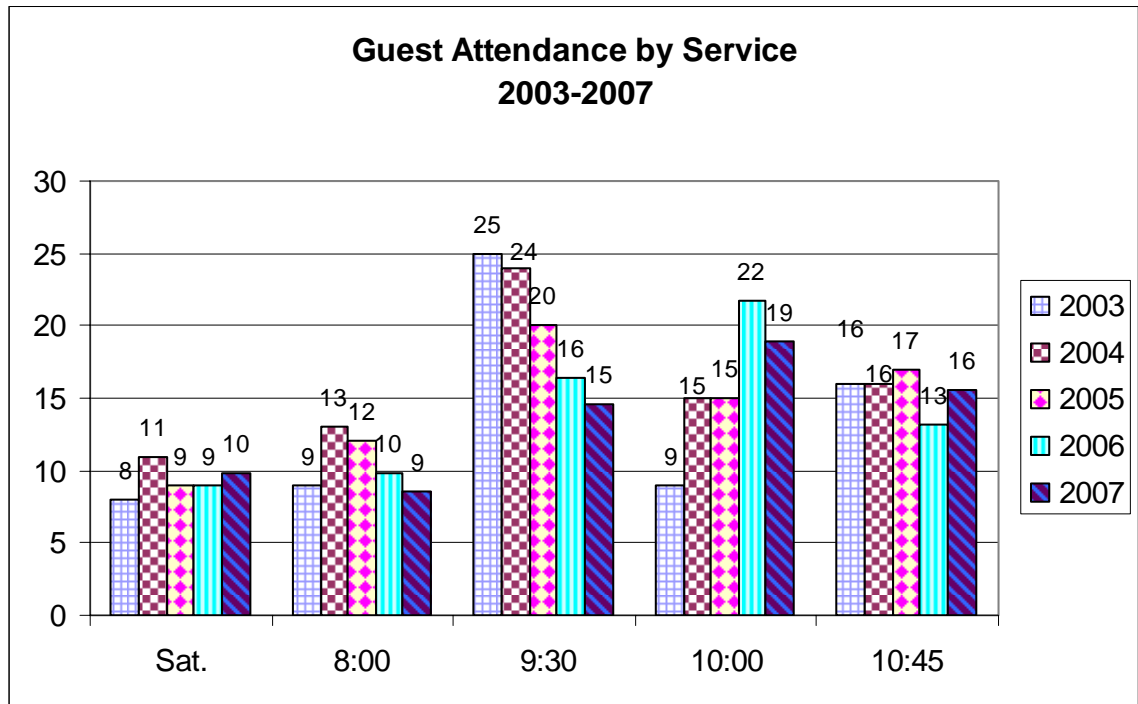


As the chart below illustrates, St. Paul's has a significant number of communicant members who have not attended worship services for an extended period of time. These are members for which we have good addresses and live in zip coded within a 20 mile radius of St. Paul's.

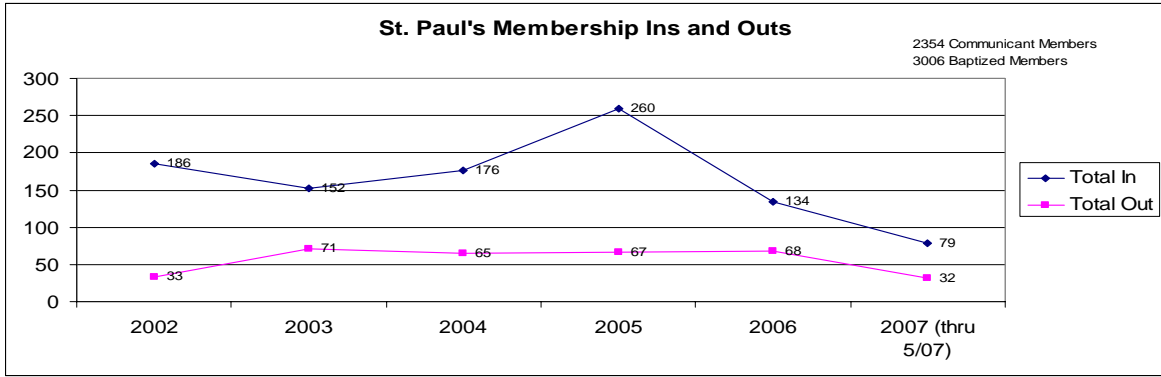


**Attracting Guests**

The committee wondered how St. Paul's is doing at really connecting with their guests. Are we forming meaningful relationships with guests and infrequent attendees? Considering that many of our "guests" are visiting relatives and children visiting from out of town, the data indicates that St. Paul's members are bringing very few unchurched people to worship.

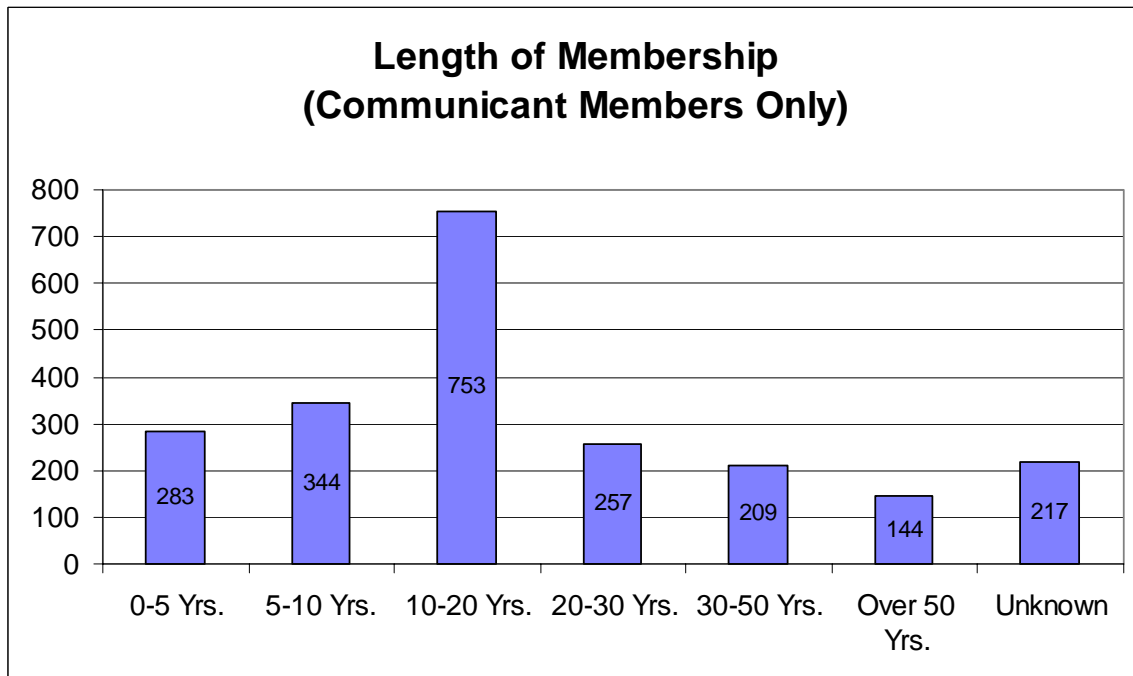


Members leaving the church remain about the same, but St. Paul's members are bringing in fewer new members. Although St. Paul's have added more members than they have lost, the worship attendance continues to decline. However, the data shows that the largest majority of people leaving St. Paul's are moving out of the area.

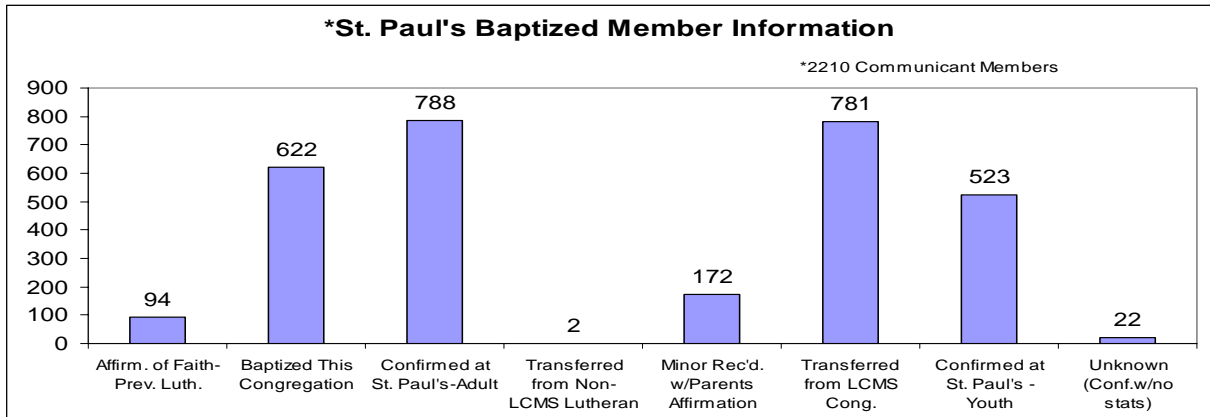


The largest group of St. Paul's communicant members has joined the church in the ten-year timeframe between 1987 and 1997. For the most current 10-year timeframe (1997-2007), we have added 627 members through August of 2007.

**Please Note:** This chart shows current members only and does not reflect the total number of people who have joined, and have since left, St. Paul's.

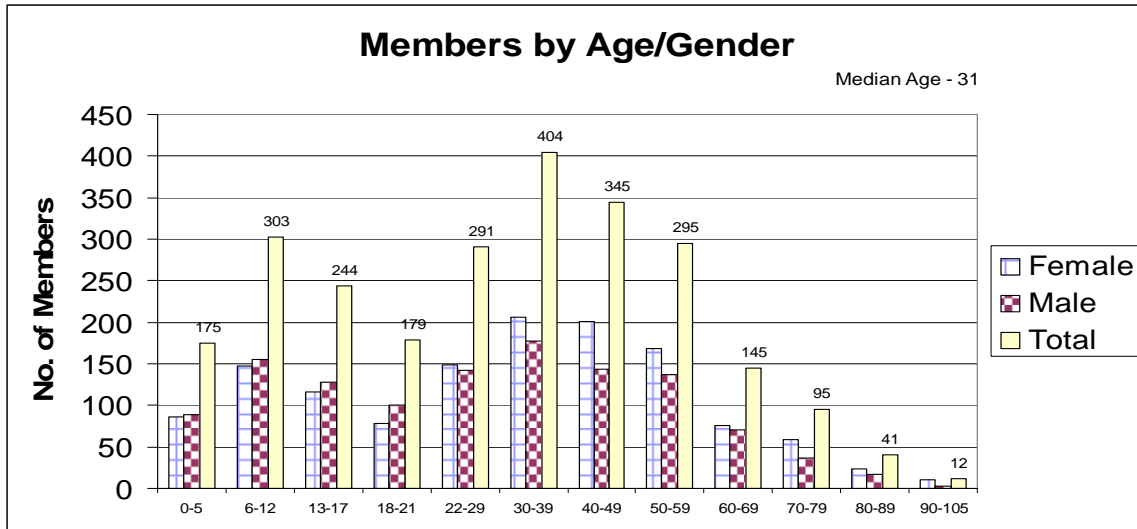


The background information on baptized members is shown on the chart below. St. Paul's has 172 people that were "Minor Received with Parent's Affirmation" that are now over 15 years of age and have not been Confirmed. In addition, there are another 68 people that were baptized at St. Paul's, who are over 15 years of age and who still appear on the roll but have never been Confirmed. Total communicant members (as defined by LCMS) are 2210. Data also reveals that many of the new members who joined in the 2004/2005 timeframe have very low average worship attendance.



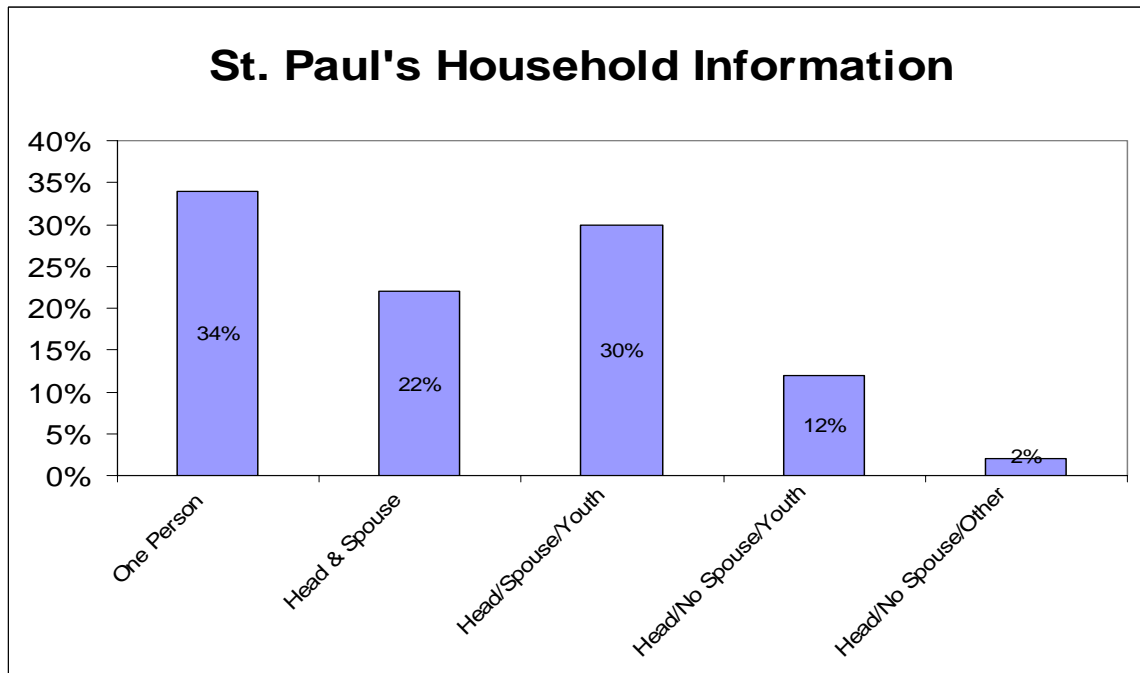
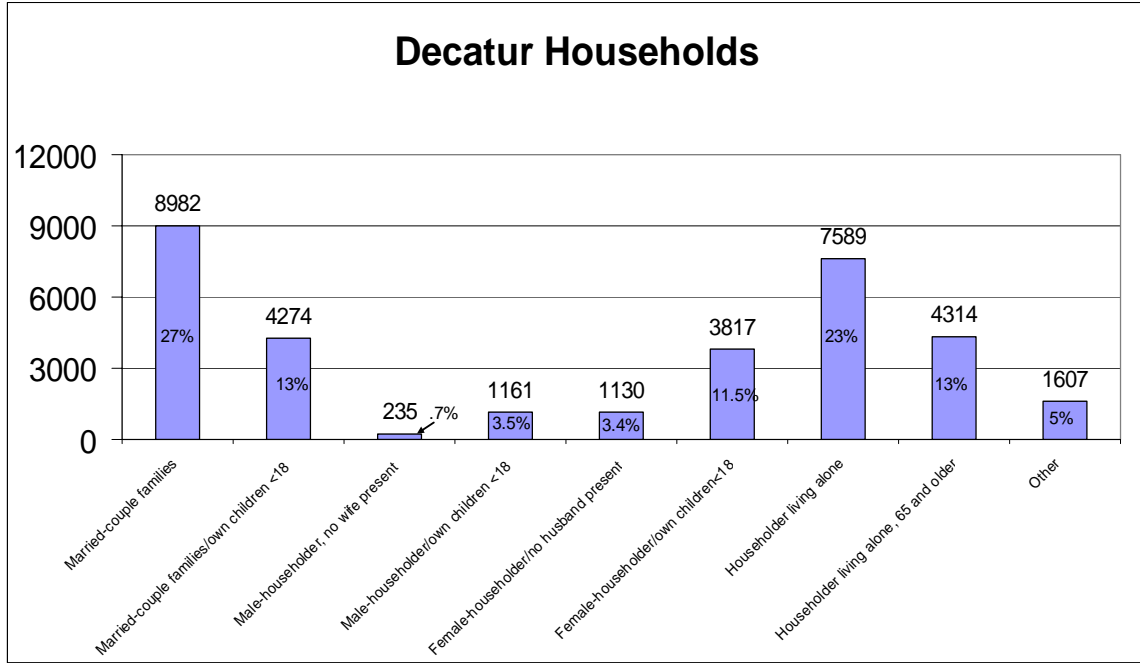
### Median Age – Decatur/St. Paul's

From 2005 data, the median age in Decatur was 39.5 years; with the median age at St. Paul's being significantly younger- 31 years of age. This is far below the LCMS average age.



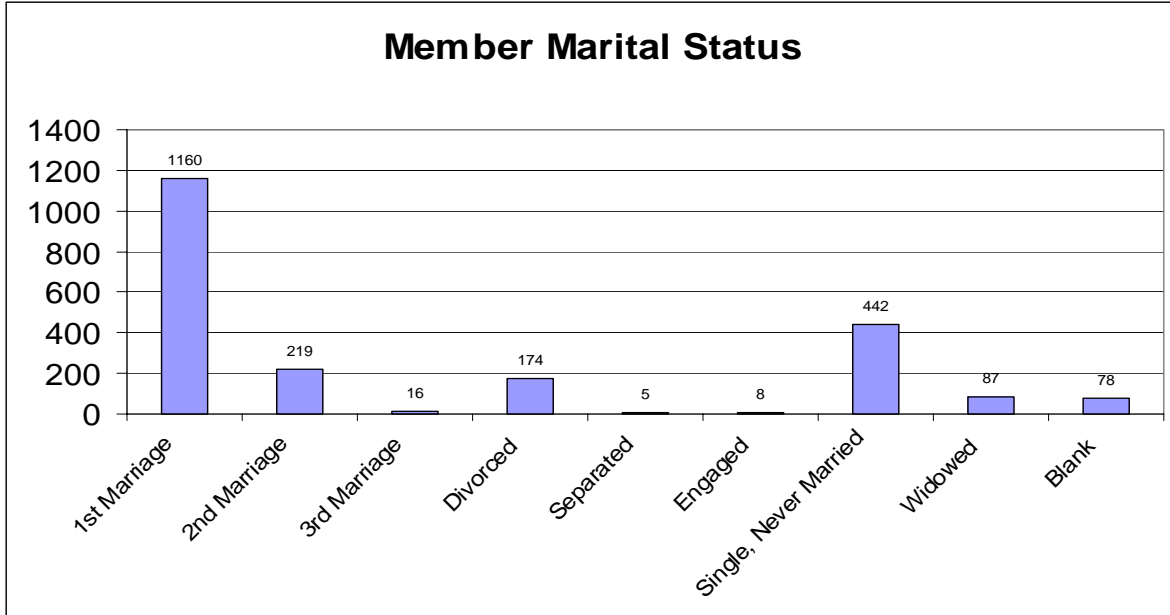
## Household Information – Decatur/St. Paul’s

The Decatur Household information shows that only 48% of the households contain a married couple. St. Paul’s information follows that same pattern, showing that 52% of the households contain a married couple.



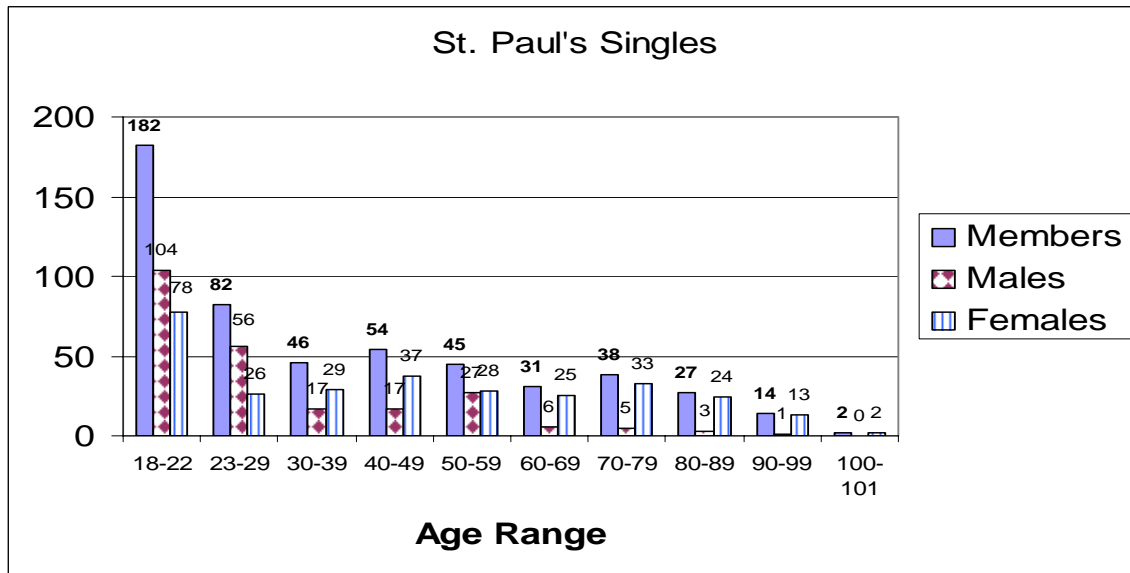
### Marital Status – St. Paul’s

Sixty-four percent of St. Paul’s Members over the age of 18 are married. 33% are not married (single never married/engaged/separated/divorced/widowed). 78 members have “unknown” marital status in the church records.



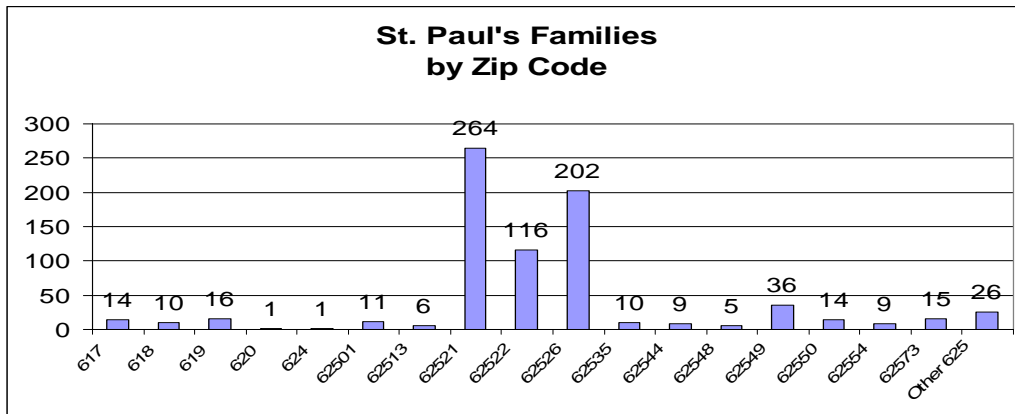
### Single Population of St. Paul’s

More detailed information shows the single population at St. Paul’s (within drivable zip codes), by age. The committee noted that 51% of these singles were in the ages 18-29 category; 19% are between 30-49; 15% are between 50-69; and 16% are 70 or over.



### Membership by Location

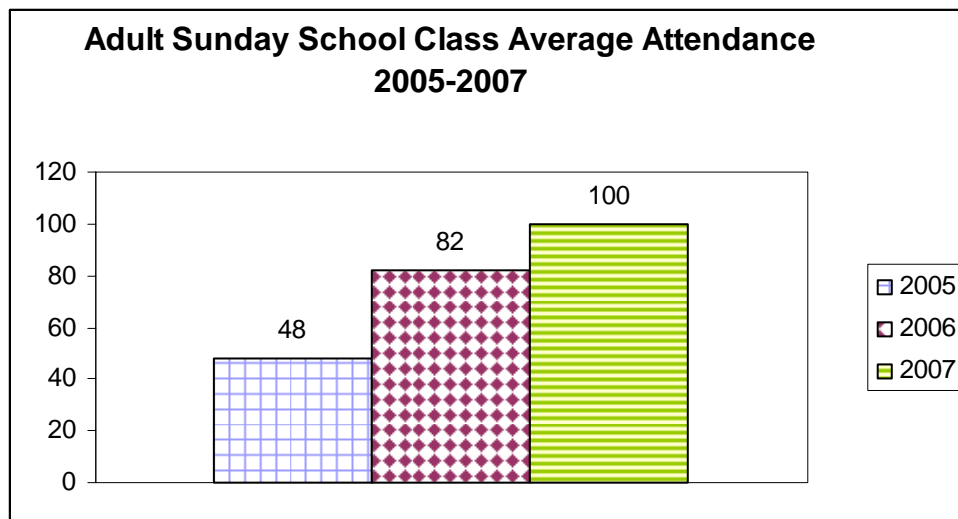
St. Paul's members are mainly traveling from zip codes 62521/22/26 (with the west end being significantly lower than the north/south/east areas of Decatur and a considerable number from the Mt. Zion, Maroa-Forsyth, and Moweaqua/Bethany/Dalton City areas. Although our communicant membership is 2210, only 1774 of those realistically live within driving distance for weekend worship. Demographically, the people of St. Paul's are largely, though not exclusively, educated, professional, middle upper class to affluent, and Caucasian.



### Adult Ministries

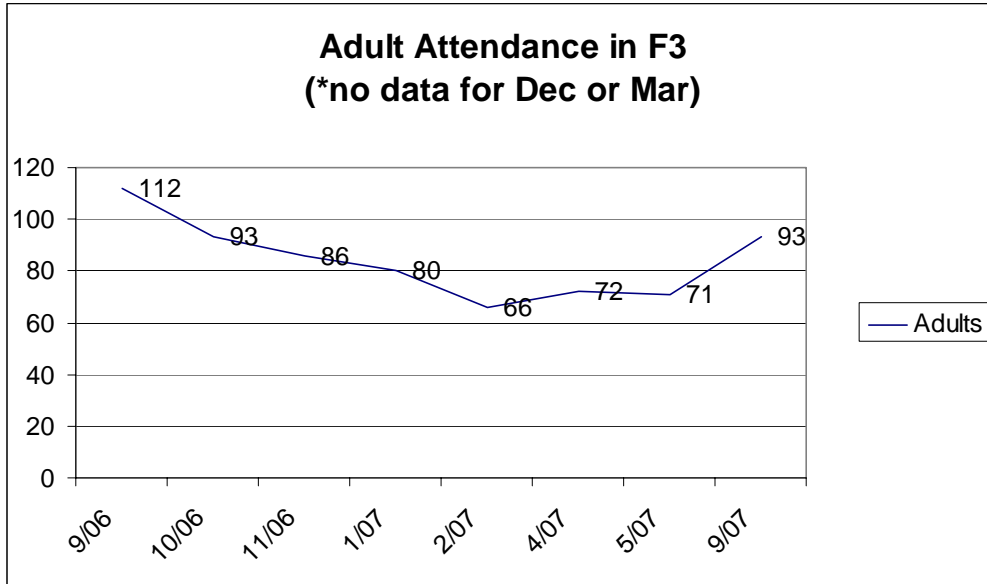
#### Sunday School Attendance – Includes Saturday Evening

Average attendance of adult Sunday School doubled between 2005 and 2007.



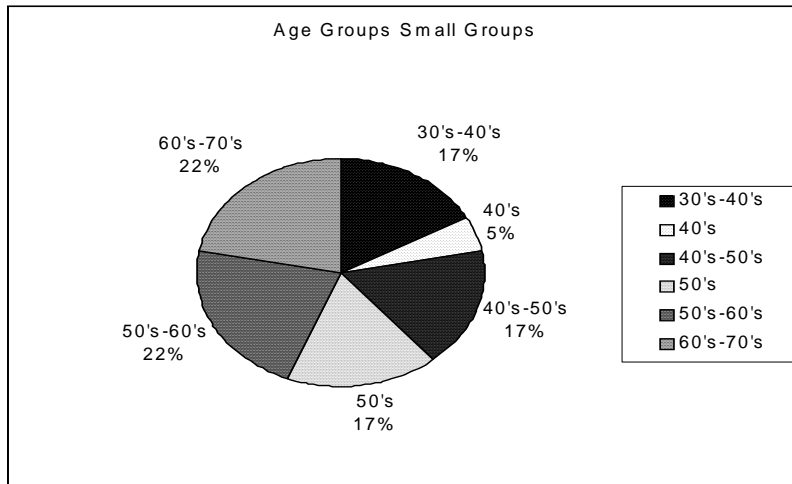
### F3 Attendance

F3 (Wednesday night educational class) attendance is shown below. No data is available as to whether these attendees are many of the same people or an entirely different group of people.



### Small Group Ministry

As of May 2007, St. Paul's had 41 small groups comprised of 387 people. As of August, three of those groups had disbanded. The following chart illustrates there are no small groups for anyone under age 30.



In addition, we have one Men's Fraternity Group that averages an attendance of 40, and five Women's bible studies that meet throughout the week.

## Music

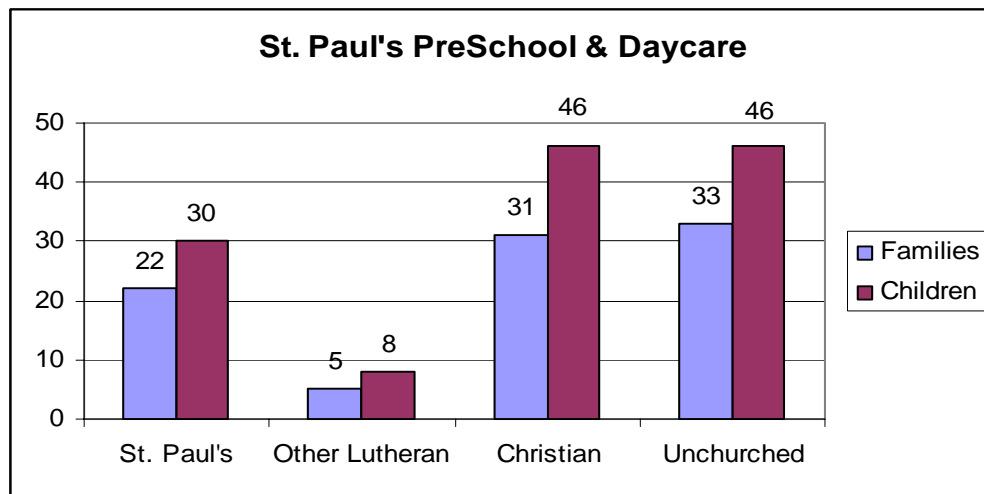
St. Paul's offers a wide variety of music volunteer opportunities. This musical talent must be shared between five weekend services. The traditional choir had 45-50 members in 2004 and membership has fallen again since 2007.

Choir (8:00)	Song leaders 10:45	Vocalists Sat & 9:30	Band Members Sat. & 9:30	Tech/PPT Operators Sat. & 9:30	Vocalists (Shilling)	Band Members (Shilling)	Tech/Media Shout Operators	Total
25	9	5	8	2	5	7	5	66

## Children's Ministries

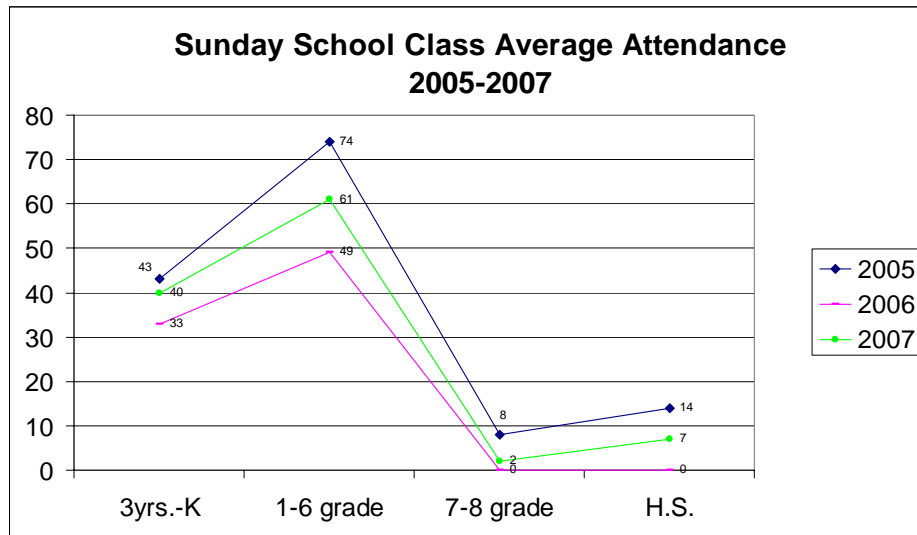
### Preschool and Daycare

As the chart illustrates, St. Paul's has 46 unchurched children (33 families) in our Early Childhood Education Center. There are an additional 46 children (31 families) who claim a church, but we are unsure of the frequency of attendance.



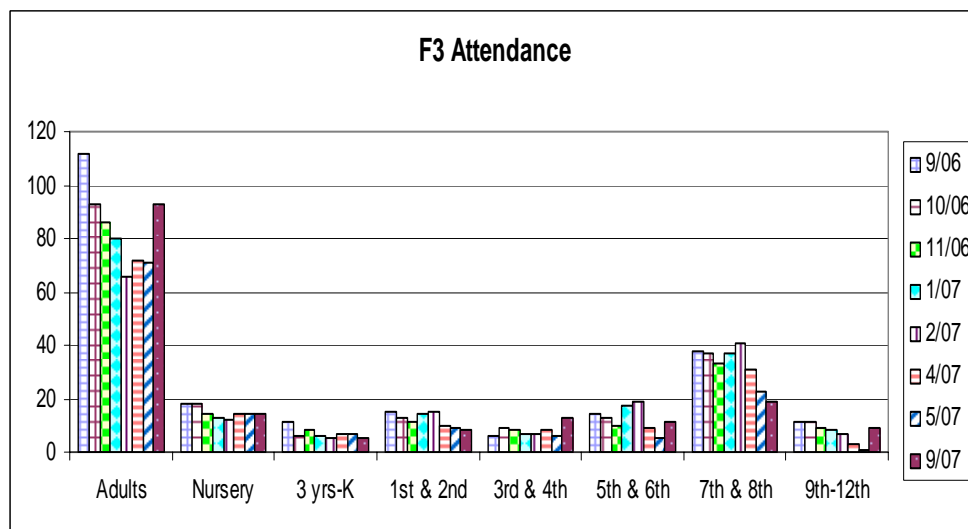
**Sunday School Attendance (Children/Youth) – includes Saturday evening**

The following chart shows average attendance at St. Paul’s Sunday School since 2005 and the detail shows the 2007 attendance. Seventh Grade through High School attendance in Sunday School has fallen off completely since the initiation of F3 (the F3 attendance chart follows.)



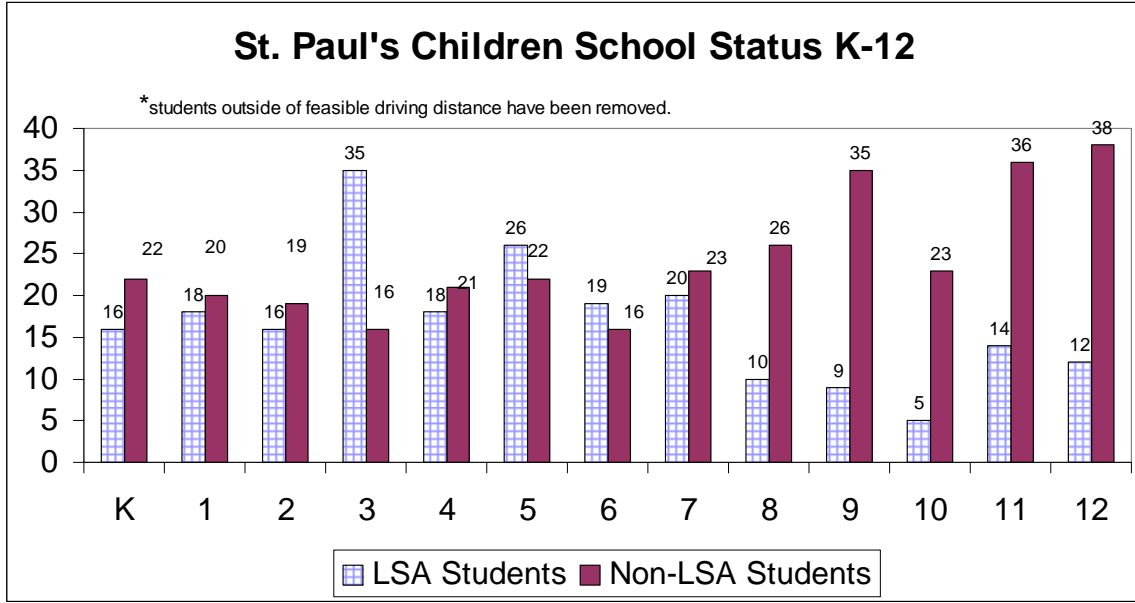
**F3 Attendance (Children/Youth)**

In September 2006, F3 began for all age groups. In the 5<sup>th</sup> through the 8<sup>th</sup> grades, its primary purposes were to strengthen the ministry and spiritual maturity of the children and to integrate the LSA and non-LSA children. F3 functions as the Confirmation classes for students in this age group, and also includes the Basics Classes for those seeking membership.



## Lutheran School Association

The following chart shows the number of children by grade level by LSA Students and Non-LSA Students. In the elementary levels, where St. Paul's typically has experienced LSA student enrollment at a much higher number than non-LSA, the trend seems to be reversing.



## Youth

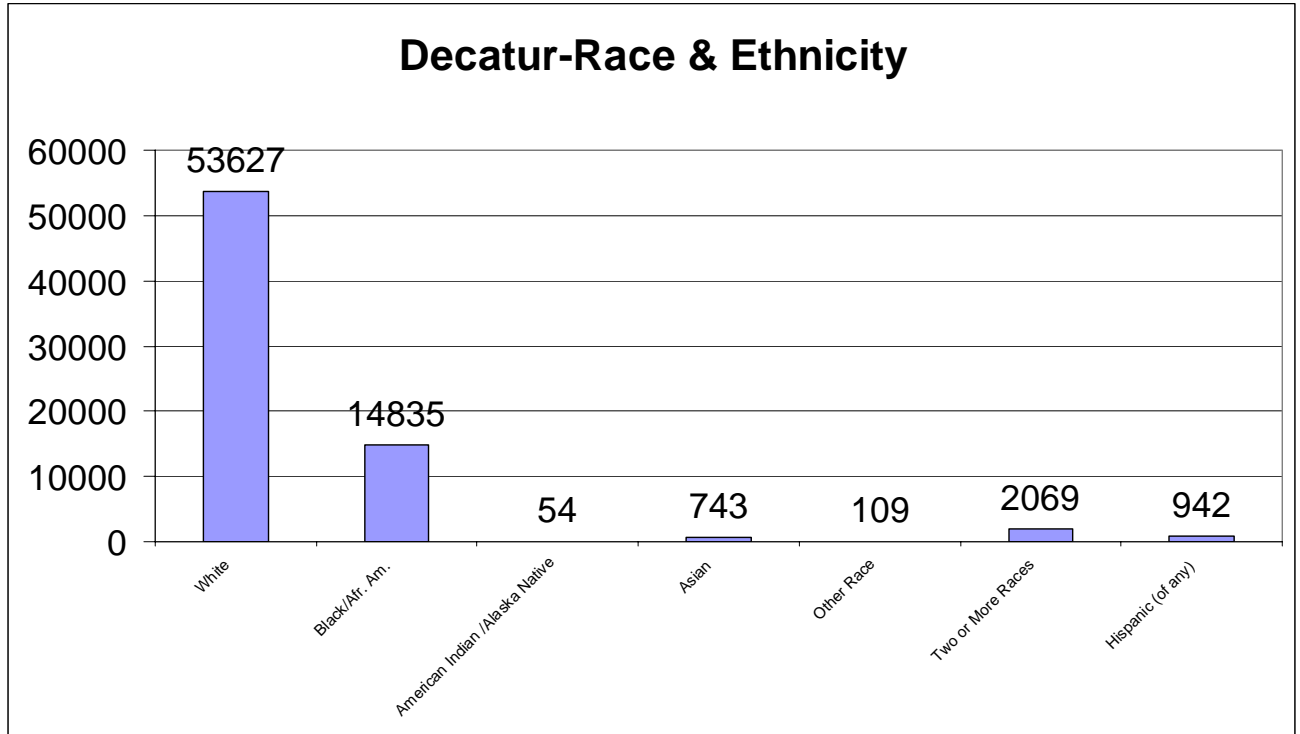
Our household information (shown earlier in the report) tells us that 42% of our St. Paul's households have youth under the age of 18. Except in the area of the National Youth Gatherings, there has been a significant decline in all youth involvement at St. Paul's.

## Stewardship –Time/Talent

The stewardship list shows there are 503 names of our members involved in a church volunteer activity; however, many of these names are repeated names. We estimate that only 15-18% of our members are involved in a church volunteer activity.

### Race & Ethnicity – Decatur/St. Paul’s

The 2000 Census shows the Decatur population is 74% White and 20% Black/African American. The membership at St. Paul’s is nearly 100% white. The committee notes there are a significant number of Hispanics and Indians who have moved into the area since the 2000 census information was gathered.

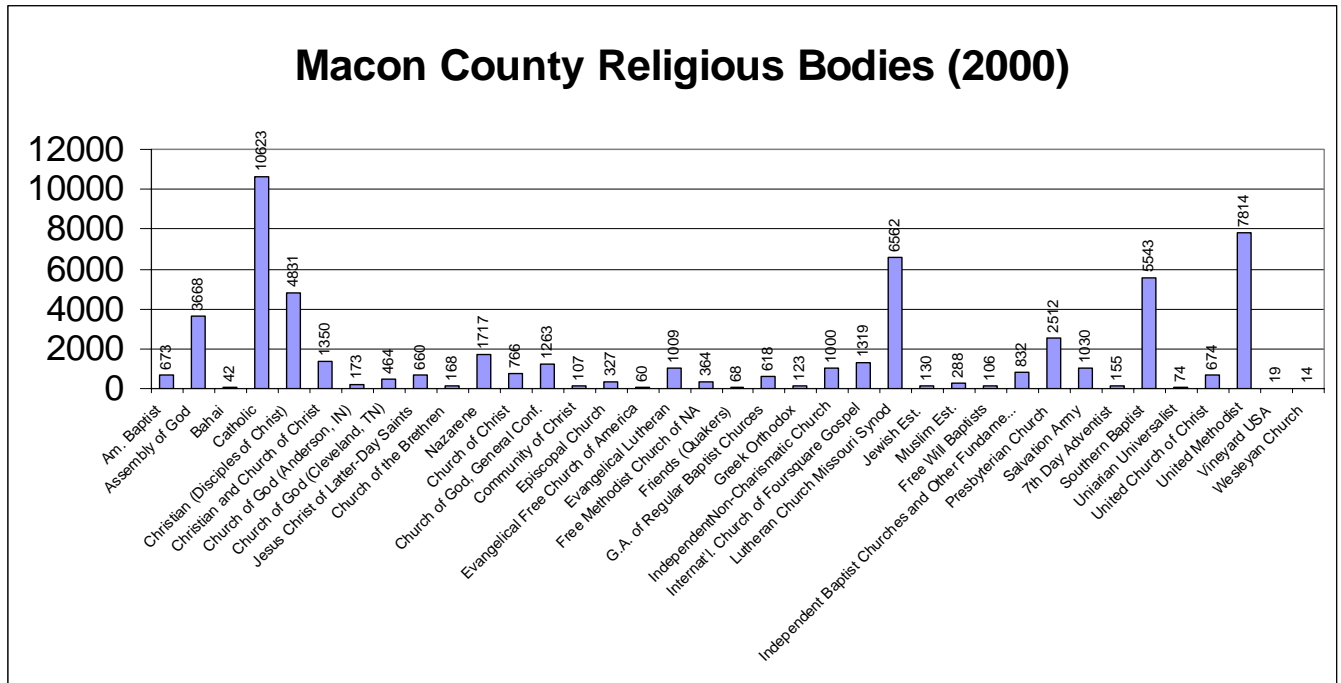


## Macon County –Religious Bodies

Macon County data shows the largest religious bodies (in order of size) as Catholic, United Methodist, Lutheran Church-Missouri Synod, Southern Baptist, and Christian (Disciples of Christ).

The Macon County data notes that the numbers will be an underestimate of the total adherence rate, in areas with a large African-American population. The “adjusted totals” (70,023) makes an estimate for the historically African-American denominations and other religious groups not listed. It is important to note that when using the “adjusted totals” nearly 39% of the Macon County population still does not claim a church.

As of April 2007, the Lutheran Church-Missouri Synod had a total of seven churches in Macon County, and they represented 9% of the people claiming a church using the unadjusted totals. St. Paul’s is the largest Lutheran church with 3004 baptized members and 2210 communicant members.



## **COMMUNITY SURVEY RESULTS**

In July 2007, there were nearly 500 surveys distributed to our congregation to personally hand out in the community. 161 surveys were returned (32% response rate). While the data would not be considered statistically significant, it provides good directional guidance regarding community attitudes and perspectives regarding religion.

The demographics told us that 71% of the respondents claimed to be a member of a religious denomination – 30% of those are infrequent or never attend. 29% claimed no church home.

In summary:

- The top reasons for joining a church include quality of sermons and a warm welcome.
- The most important elements to a sermon include relevance to everyday living, encouraging spiritual growth and Biblical content.
- Music preference reflects a desire for both traditional & contemporary musical styles.
- Top responses for how a church could support those surveyed included a deeper relationship with God and an understanding of basic Christian beliefs and the Bible.
- The majority of those not attending church services have some familiarity with religious organizations.
- The most commonly cited reasons for not attending a religious service related to habit or lifestyle circumstances.
- Rating highest on the top things a church should offer:
  - Emergency Needs
  - Youth Group
  - Adult Bible Study

## **CONGREGATIONAL SURVEY RESULTS**

In August 2007, St. Paul's conducted a congregational survey. Surveys were distributed to all members over 18 years of age, and were completed during worship services. Those communicant members over 18 not in attendance received a survey in the mail.

564 surveys were returned, which gave us statistically significant results with a 95% confidence level.

In Summary:

- Top factors for Joining St. Paul's: Quality Sermons/Pastors/Style of Worship/Feeling the Presence of Christ/Family Atmosphere/Warm Welcome
- Top factors for Meaningful Worship: Sermon/Prayer/Lord's Supper/Confession/Music
- Reasons for Attending a Particular Service: Style – 35%; Time – 26%.  
(Congregational Survey Results, Cont'd.)
- Top Desired Areas of Church Emphasis: Family Concerns/Marriage/Death & Dying/Hospital/Wedding Prep & Counseling
- Importance of What is Offered at St. Paul's: Sunday School/Children's Programs/Youth Programs/Fellowship/Lutheran Day School
- Above Average to Excellent Ratings Given in the Following Areas: Sunday Morning Worship/Sermons/Closeness to Jesus in Worship/Holiday Programs/Special Events/Warmth & Feeling of Christian Community
- 84% of the respondents said that St. Paul's has helped them to grow and sustain their faith "a great deal" or "quite a lot".
- Church Involvement: 29% said they were "more involved"; 25% said "the same"; 24% said they were "less involved".
- The top two societal problems they felt should be addressed at St. Paul's were: Divorced/Separated Families and Alcohol/Drug Addiction.
- Our current members felt that the five most important goals for St. Paul's were:
  - Encourage Deeper Commitment to Jesus
  - Increase Biblical Understanding
  - Deepen Prayer Life
  - Provide Opportunities for Helping Others Mature in Faith
  - Strengthen Sense of Community within Church

As the committee studied these survey results, we summarize as follows:

- Worship is important and we have quality worship opportunities.
- Families and children are important to our members.
- Regular attendees say they are inviting people and their faith is growing.
- There is a desire for a stronger sense of community within church.
- Our members are inwardly focused on their own needs.

## **LCEF 7-MILE RADIUS INFORMATION**

The LCEF (Lutheran Church Extension Fund) has statistical information to help ministries of the LCMS to understand the people living in their community, to strengthen their outreach efforts, and to make sound decisions based on factual information. The LCEF suggested we do our study on the area where the largest majority of our members reside – a seven mile radius around the church.

### Programs & Services Most Appealing in a Church

- Social Activities
- Spiritual
- Development & Enrichment
- Support Groups/Counseling

### Desirable Characteristics in a Place of Worship

- Family Oriented
- Sermons current Issues/Practical
- Traditional Music
- Sermons on Deeper Spiritual Understanding
- Strong, Defined Beliefs
- Personal Spiritual Development
- Contemporary/Casual

### Most Appealing Way to Learn About a New Church

- Hearing Good Things
- Personal Invitation from a Friend/Neighbor
- Personal Invitation from the Pastor
- Mailed Flyer/Brochure

## LCEF Segments

LCEF studies households by life stages and styles to determine the segment in which they fall. They then match the St. Paul's households with community households in the 7-mile radius that share similar life stages and styles. The following chart illustrates six particular life stages and styles where St. Paul's has the largest number of households. Each segment has unique traits that make it part of that segment.

<b>LCEF Named Segments</b>	<b>St. Paul's Households</b>	<b>Community Households</b>	<b>% unchurched</b>
Traditional Times	65	2235	37.5
Fast-Track Families	52	911	24.2
New Homesteaders	49	1622	32.2
Big Fish, Small Pond	43	1234	35.4
Country Casuals	41	630	42.8
Hometown Retired	34	3198	31.9

Addresses for these segments of the population are available through LCEF.

## FORUMS

Congregational forums were held on Sunday afternoons to provide an opportunity for the congregation to provide their input. These forums revolved around the following areas: 1) Worship; 2) Children/Teens/Young Adults; 3) Singles/Seniors and Community Life; and 4) Mission Focus and Friendliness.

Through announcements, articles in the Newsletter and personal invitations to those with children, the participation for each of the forums averaged around 65. Attendees, working in table teams, listed the strengths and weaknesses in each of these areas at St. Paul's and were asked to provide suggestions for improvements.

The forums were a wonderful opportunity to gather information from a broad range of individuals, and generated many comments and ideas about the church and its ministry. Several themes recurred as participants listed the strengths and weaknesses of St. Paul's. Frequently cited were a strong, biblical basis and strong, gifted leaders.

## **QUALITATIVE ASPECTS OF ST. PAUL'S**

We determined the qualitative aspects of St. Paul's using the information from the congregational survey and the forums.

- Strong, biblical-based solid doctrine
- Excellent pastoral leadership
- Good music foundation with skilled people
- Quality sermons
- Great school
- Great daycare
- Solid doctrine
- Resource rich (human/financial)
- Great website
- Good reputation in community, carried by members

## **THE UNIQUE VALUE WE OFFER**

St. Paul's offers unique value to those looking for a church home. We have listed them as follows:

- St. Paul's understands and has experience with the educational process from cradle to eternity – both academically and spiritually.
- St. Paul's has strong doctrine, delivered in a winsome way.
- St. Paul's offers a variety of opportunities for worship and education
- St. Paul's has a diversity of ages and marital statuses.

## **THE STRATEGIC PLAN**

A strategic plan is established to 1) keep us focused and moving toward the mission; 2) keep us on track to reach that destination in a timely, effective, and reasonable manner.

These recommendations are based on 12 months of work by the Long Range Planning Committee, representing a diversity of background and experience. This plan reflects the survey data from the congregation and the community, information from the forum sessions, Lutheran Church Extension Fund information, and our individual perspectives.

We strongly feel that the tactical steps must become goals for each staff member and have regular follow-up to assure they are being carried forward in order to achieve the strategic objectives for 2018. We also feel that every member should understand and be able to recite the mission of St. Paul's. When working together towards a common mission, the goals are more easily achieved.

We pray that this Plan will provide a road map for achieving our vision for 2018.

### Areas of Concentration

- Sharing
- Connecting
- Stewardship
- Missions
- Technology
- Data Management
- Education & Spiritual Formation
- Worship
- Organizational Structure

# Worship

**Strategic Objective** - St. Paul's provides quality worship opportunities in a comfortable place with challenging, encouraging and relevant sermons. Our worship honors God and powerfully brings people into His presence. We offer at least one traditional and one contemporary service on Sunday morning and a contemporary service on Saturday evening. By 2018, we will average 3000 people in worship per weekend, including 150 seekers/visitors.

**John 5:24** "I tell you the truth, whoever hears my word and believes him who sent me has eternal life and will not be condemned; he has crossed over from death to life."

**Present Situation:** Currently St. Paul's has four worship services on Sunday morning (8:00, 9:30, 10:00, and 10:45) and one worship service on Saturday evening (6:00 p.m.). Average Attendance at those services: Saturday-118; Sunday 8:00 a.m. - 200; Sunday 9:30 a.m.-184; Sunday 10:00 a.m. - 160; Sunday 10:45 a.m.-172. The concurrent worship and educational schedules are in conflict- often causing attendees to make a decision between the two. With the number of worship services in different locations and different styles, the resources God has given us are spread too thin (staff, musicians, ushers, greeters, communion assistants, acolytes). Combining services in the present location is not possible due to space limitations and would allow no room for future growth. In addition, the limited space available in altar area does not provide the best setting for excellent contemporary worship. The number one comments from the survey and forums show that St. Paul's members yearn for the church body to again gather in one location.

**Importance:** Reducing the number of services on Sunday morning and adjusting times appropriately will allow for increased interaction among members, improve the fellowship opportunities, and allow more opportunity for increased involvement in Sunday morning education programs.

Tactical Steps	Timeframe	Responsibility	Measurement
<b>Services</b>			
Combine Shilling and one Sunday service with education time either before or after services so we can begin to bring St. Paul's people back together again.	January 2009	Elders	
Provide consistent preaching schedule	November 2008	Pastors/Elders	
Provide quality worship opportunities with challenging, encouraging, and relevant sermons that stress life applicability	On-going	Pastors	
Provide comfortable gathering place for 1500 people in each worship service (minimum)	June 2011	Elders/Building Committee	
Children/youth participate in every service	On-going	Director of Worship/Music	
Foster attendance by developing plan for consistent follow-up on non-attending members	November 2008	Senior Pastor/Data Manager	
Include information in Newsletters about music and sermons planned for all services	May 2008	Director of Worship/Music	
Begin a youth worship service	June 2011	Youth Pastor	
<b>Music</b>			
Craft a music program of excellence and distinction for worship services	June 2012	Director of Worship/Music	
Identify and contact the people found in Uniquely Created data that have musical talent	November 2008	Director of Worship/Music	
Incorporate music of various styles in every worship venue that broadens the acceptance	October 2008	Director of Worship/Music	
Utilize best-talent music resources, both inside and outside of the congregation	November 2008	Director of Worship/Music	
Use children's choirs and soloists, providing a year-long schedule	October 2008	Director of Worship/Music/Director of Children's Ministries	

## Education and Spiritual Formation

**Strategic Objective** - We provide and promote the best quality, comprehensive, intentional Christian education to support a Christ-centered home from cradle to eternity. By 2018, we will average 700 adults in Adult Education Classes and 550 children in Sunday morning education times. (3 yrs-High School)

*Ephesians 4:15-16 "From him the whole body, joined and held together by every supporting ligament, grows and builds itself up in love, as each part does its work."*

**Present Situation:** The St. Paul's data shows a decreased participation in Youth and Children attendance in educational opportunities. Adult attendance has increased in the past two years, but only 4.5% of the confirmed members are participating in weekend education opportunities.

**Importance:** Increased Biblical understanding and spiritual growth draws people into a closer relationship with Jesus as their personal Lord and Savior and increases the desire to share their faith with others.

Tactical Steps	Timeframe	Responsibility	Measurement
<b>Adult Education</b>			
Provide educational opportunity times that do not conflict with the worship schedule	January 2009	Elders	
Utilize best talented resources for quality educational programs	May 2010	Director of Adult Education	
Develop the "Cradle to Eternity Program" - a comprehensive, intentional Christian Education that supports a Christ-centered home (includes the LSA)	May 2011	Senior Pastor	
Provide age-appropriate parenting resources/classes	On-going	Director of Children's Ministries	
Provide strong Biblical teachings and study materials in a variety of media (resource center/website)	May 2011	Director of Adult Education	
Strengthen marriages with on-going education and support	May 2011	Director of Adult Education	
Dedicated teaching hour, involving at least one pastor, before or after weekend services	January 2009	Elders	
Create a warm and welcoming learning environment during Sunday morning education times, with intentionality in growth	September 2009	Director of Adult Education	
Provide additional men's Bible studies throughout the week	January 2009	Executive Pastor	
Provide additional women's Bible studies throughout the week	January 2009	Director of Women's Ministries	
<b>Children &amp; Youth (thru College)</b>			
Provide educational opportunities that do not conflict with the worship schedule	January 2009	Elders	
Utilize best talented resources for quality educational programs	June 2009	Director of Children's Ministries	
Provide a plan that promotes and supports a Christian Education at the Lutheran School for K-12	March 2009	Director of Children's Ministries	
Provide a plan that promotes and supports participation in the Early Learning Center and integration into congregation	March 2009	Director of Early Learning	
Provide year-around Christian education opportunities for college-age students	September 2010	Director of Youth	
Provide a clear plan of growth "stepping stones" (Baptism/Pre-School/K/Jr. High/High School/Graduation/College)	May 2011	Family Life Pastor	
Establish a stronger, more visible relationship with the LSA	June 2010	Pastors/LSA Representatives	
Reevaluate and determine best practice for Confirmation Classes	On-going	Pastors/Elders	
Provide Biblical career guidance for pre-college and college students	May 2009	Director of Youth	

# Stewardship

**Strategic Objective** - Realizing we are all uniquely created to serve, we identify and affirm the strengths and gifts of individuals for service and match them with service opportunities.. We enlist, equip, and empower our members for service at St. Paul's and beyond our church walls. Our members understand their responsibility in using their time, talents and resources to perform the Lord's work. By 2018, 100% of our communicant members will complete Uniquely Created (including youth confirmands), and 85% will be serving in some capacity..

**1 Peter 4:10** "We have different gifts, according to the grace given us." **2 Corinthians 9:6** "Whoever sows sparingly will also reap sparingly, and whoever sows generously will also reap generously."

**Present Situation:** Only 15-18% of the St. Paul's members are involved in using their spiritual gifts and talents at the church. Although we have a program that surveys individual gifts and talents (Uniquely Created), many of our current members have not utilized the program. In addition, participation in the program is encouraged, but not included in the Basics Classes for new members.

**Importance:** St. Paul's is a large church and God's plan is that all people would use their gifts in service to God in His kingdom. The staff at St. Paul's is charged with equipping the people of God for this work, not to do all the work themselves. In addition, serving the Lord helps to make people feel more connected in ministries while making new friends and acquaintances working in fellowship with others. A church that *lives its faith* understands that all we have we owe to God; therefore, there should be dedication to using our gifts in service to God.

Tactical Steps	Timeframe	Responsibility	Measurement
Identify and communicate where service opportunities exist, both in St. Paul's and in the community	May 2009	Director of Volunteers	
Identify service opportunities for <b>families</b> both inside St. Paul's and in the community.	April 2009	Director of Volunteers	
Form a stewardship team to determine best practices to emphasize tithing and/or financial stewardship awareness and understanding as it relates to the Bible	July 2009	Elders	
Train additional Uniquely Created leaders and trainers	May 2009	Director of Volunteers	
Identify members who have not completed Uniquely Created and provide education and training, placing them in at least one serving category when their training is completed	October 2009	Director of Volunteers	
Include Uniquely Created in Basics Classes for all prospective members and place each person in at least one serving category	Immediate	Pastors/Director of Volunteers	
Recognize and affirm those who serve	January 2009	Executive Pastor	

## Connecting

**Strategic Objective:** St. Paul's nurtures a culture of hospitality that welcomes and connects each person with God and with other believers in a safe and comfortable physical environment that is easy to navigate and has a feeling of warmth and openness. By 2018, 80% of our worshipping community will be actively participating in small group ministries and 400 youths will be participating in youth activities. Our seniors have a passion for ministry and 80% are involved in a service activity.

*1 Peter 4:9,10 "Offer hospitality to one another without grumbling. Each one should use whatever gift he has received to serve others.." Ephesians 4:16 "From him the whole body, joined and held together by every supporting ligament, grows and builds itself up in love, as each part does its work."*

**Present Situation:** According to our congregational survey and the forums, the situation with numerous services at two sites is creating a sense of separation instead of connectedness within the church. We have 38 small groups with approximately 350 people involved at this time. However, many of the people in these groups are not fully connected and inconsistently attend.

**Importance:** St. Paul's is a large church with a large majority of well-established members. It is important to establish communication and provide intentional connection with all visitors and all members to increase the likelihood that visitors will return and our members will be committed to their relationship with Jesus Christ and fellow believers at St. Paul's.

Tactical Steps	Timeframe	Responsibility	Measurement
Provide a community gathering place ("3rd Place") available whenever the church is open	June 2011	Building Committee	
Provide a children's "3rd Place" available whenever the church is open	June 2011	Building Committee/Director of Children's Ministries	
Provide a youth "3rd Place" available whenever the church is open	June 2011	Building Committee/Director Of Youth	
Provide easy flow of people traffic, while encouraging fellowship	June 2011	Building Committee	
Provide parking lot attendants to assist those needing help in parking or getting into or out of cars	April 2009	Director of Volunteers	
Create new best-in-class youth programs, while supporting new, to entice youth to attend (Jr. High/High School)	January 2012	Youth Pastor	
Rename the senior ministry to something more inviting (i.e., Forerunners or Young at Heart) and develop active programs	March 2010	Director of Senior Ministries	
Develop ministry teams to visit/assist elderly in their homes or in senior living facilities (senior advocates)	May 2009	Director of Senior Ministries	
Develop a social program for the 22-30 "something" age group.	March 2011	Family Life Pastor	
Improve communications with students away at college or in the military	August 2009	Director of Youth	
Evaluate and provide care ministries for life stages and challenges where essential	May 2010	Director of Care Ministries	
Advertise the availability of nursery care for all services	September 2008	Director of Children's Ministries	
Provide on-going assessment of needs	May 2009	Elders/Pastors	

## Sharing

**Strategic Objective:** St. Paul's intentionally invites unchurched people to worship God and to fellowship with other believers. Our members know and understand that sharing their faith in everyday living is fulfillment of the Great Commission. By 2018, a much larger percentage of our community has learned about Lutherans.

*Matthew 28:19 "Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit." Acts 2:46-47 "Every day they continued to meet together in the temple courts. They broke bread in their homes and ate together with glad and sincere hearts, praising God and enjoying the favor of all the people. And the Lord added to their number daily those who were being saved."*

**Present Situation:** 76% of our members feel that St. Paul's is a friendly church, but the number of new members joining St. Paul's is the lowest it has been since 2001. Although we intend to welcome visitors warmly, it doesn't always happen. There is no formal method or training by which we intentionally and personally welcome visitors. Our current facilities are not easy to navigate and provide no functional space for a staffed Welcome Center. In addition, we currently have no intentional method for reaching the unchurched and no formal training on how to be a daily witness for Christ. Our congregational survey results indicate we tend to be more interested in current programs than in reaching the unchurched in our community.

**Importance:** St. Paul's must honor God in fulfilling the Great Commission and purposefully share the Good News and invite others to worship and fellowship.

Tactical Steps	Timeframe	Responsibility	Measurement
Develop a comprehensive plan to reach unchurched households of the LCEF-identified segments for worship & fellowship	June 2009	Director of Communications	
Develop training for lifestyle evangelism	June 2010	Senior/Executive Pastors	
Provide a nursery in a convenient location, relative to majority of church activities - with a state-of-the art communication system	June 2011	Building Committee	
Develop a plan for increased advertising striving to "educate" the community about St. Paul's	January 2011	Director of Communications	
Determine at least one community-related project in which to sponsor or participate each year	On-going	Executive Pastor	
Provide a safe physical environment	June 2011	Building Committee	
Provide a clearly marked, centrally located, well-staffed welcome information center	January 2009(old) June 2011 (new)	Building Committee/Director Of Communications	
Provide well-trained, hospitable spotters and greeters at every service	May 2010	Director of Volunteers	
Provide clear, compelling and appealing maps and signage for entire building and parking lot (old & new facilities)	January 2009(old) June 2011 (new)	Building Committee/Director Of Communications	
Every visitor/seeker will be offered a small group in which to participate and/or will be mentored by a small group to purposefully connect them with opportunities for involvement and ministry	May 2009	Director of Small Groups/Director of Communications	
Provide a shared and visible monthly church calendar	June 2008	Office Manager	

## Missions

**Strategic Objective:** St. Paul's purposefully supports and participates in mission opportunities for the sake of the extended kingdom outside our own congregation. In 2018, we continue to offer at least 10% of our tithes to this purpose.

*Matthew 28:19 "Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit." Matthew 7:20 "Thus by their fruit you will recognize them."*

**Present Situation:** We currently support ABLAZE, Mission 21 India, United World Missions, Geske/Moscow Mission, LAMP Ministries, Lutheran World Relief, LCFS, and missions in Liberia and Mexico. Approximately 10% of our current budget is allocated to missions outside of our congregation.

**Importance:** It is in service to God that we invest and provide spiritual impact on the global Kingdom of God on earth.

Tactical Steps	Timeframe	Responsibility	Measurement
Identify and provide mission needs and volunteer opportunities for adults	May 2010	Director of Volunteers/Director of Small Groups	
Identify and provide a minimum of 10 mission trips per year, involving an increase in the number of mission volunteers	May 2018	Director of Volunteers	
Continue to provide a budget which designates 10% of all operating income to missions outside our congregation	On-going	Elders	

## Technology

**Strategic Objective:** St. Paul's utilizes the latest technologies to enhance its ministries, to communicate more effectively, and to attract the unchurched. In 2018, we will be up-to-date with the latest technologies.

**Present Situation:** St. Paul's median age is 31 years old; however, we have not kept up with the latest technology to best communicate the Gospel in ways that connect with all - including families with children and young adults.

**Importance:** It is important for the church to keep up with technology changes in order to continue to attract younger people and to make our services relevant to everyday life.

Tactical Steps	Timeframe	Responsibility	Measurement
Form revolving group of youth and young adults to evaluate, recommend and develop a plan for technology that will enhance our ministries.	May 2009	Director of Youth	
Sound and Lighting Systems Second to None	June 2011	Building Committee	
Podcasts/Blog Sites/Social Networks Developed	October 2009	Director of Youth/Director Of Communications	
Dynamic website with enhanced metatags	May 2009	Director of Youth/Director Of Communications	

## Data Management

**Strategic Objective:** St. Paul's demographic data is managed to aid and support the ministries. In 2018, we will have regular and consistent reporting for all ministry areas.

**Present Situation:** Although there is a multitude of data available, much of it is incorrect or only partially available. There is one staff person attempting to manage all the data with many other responsibilities. Minimal data is used at consistent intervals to follow up or track important information.

**Importance:** Data is extremely important to study demographics and trends within the church. If we are to be a growing church, we must be intentional about tracking, measuring, and responding to information regarding attendance, stewardship, spiritual maturity, outreach, etc.

Tactical Steps	Timeframe	Responsibility	Measurement
Develop correct and quantifiable data on all members/visitors	May 2010	Data Manager	
Develop measurable and quantifiable data for all ministry areas	May 2010	Executive Pastor	
Provide dedicated staff and/or staff time to maintain and provide reports for all church data	January 2009	Executive Pastor	

## Organizational Structure

**Strategic Objective:** St. Paul's has an organizational structure that provides the trained personnel to support St. Paul's plan for the future. By 2018, the organizational structure will resemble the attached organizational chart.

**Present Situation:** The staff at St. Paul's is a dedicated staff, but sometimes functions in isolation and tend to concentrate on meeting urgent needs, rather than towards a common goal. The organization is not structured to identify specific boundaries of responsibility or to measure progress towards meeting those responsibilities.

**Importance:** Clear responsibilities with specific and measurable goals will increase staff satisfaction, but most importantly will grow these into God-honoring ministries reaching those inside and outside the walls of St. Paul's.

Tactical Steps	Timeframe	Responsibility	Measurement
Develop a suggested organizational structure for St. Paul's, appropriately matching gifts with ministry needs	April 2008	Long-Range Planning Committee	
Develop a method of determining clear responsibilities, evaluating success, establishing timelines, and determining outcomes.	July 2008	Pastors/Elders	
Transfer development of bulletin and newsletters to a clerical position	January 2009	Executive Pastor	
Develop dedicated prayer times and teams to pray for staff	May 2009	Director of Volunteers	
Annual review of staff structure	On-going	Executive Pastor	

## Physical Facilities

**Strategic Objective:** We occupy a well-maintained, safe facility which is large enough to worship the number of people in our strategic plan yet has room for expansion and further growth. By 2018, we will have a building that comfortably seats 1500 per service and educational wings to support 700 adults and 500 children. By 2018, the average visitor/seeker attendance will be 150 in worship per weekend.

**Present Situation:** Our current facilities are not large enough to provide enough space for worship and fellowship in one location, and do not have a functional flow. The youth facilities are inadequate in location and in function. Our Sunday morning children's ministries are in multiple locations, on multiple levels and do not give parents the sense of security necessary in today's world. Contemporary services have the greatest potential for growth, particularly with our primary targeted segments. We need a sanctuary that can accommodate large numbers and is an appropriate venue for worship services.

**Importance:** A strategy for growth requires that we be intentional about providing facilities with a safe, functional and comfortable space for its current members and their guests.

Tactical Steps	Timeframe	Responsibility	Measurement
Develop a plan to ensure the necessary preservation and maintenance of the current buildings and grounds	On-going	Elders	
Form Site Study and Building Plans Committee that addresses the physical facility needs of St. Paul's	1 mo. After approval	Elders	
Provide ample, easily accessible and negotiable, safe parking	June 2011	Building Committee	
Provide worship sanctuary style most appealing to the unchurched (identified by Cornerstone as "traditional")	June 2011	Building Committee	
Conduct a market analysis and formulate a plan as basis for establishment of a Book & Gift Shop	June 2009	Building Committee	
On-going maintenance plan is developed and documented	June 2011	Maintenance Custodian	

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# St. Paul's Lutheran Church Organizational Chart (2018)

Shaded boxes are proposed additional staff. The date for the addition is listed in parentheses under the position.

