

CONCORDIA LUTHERAN CHURCH 2013 STRATEGIC MINISTRY PLAN

We, the members of Concordia Lutheran Church, Louisville, Kentucky, being grateful to Almighty God for the many blessings He has bestowed upon us, desiring to further the work of His kingdom, and responding to His boundless love, grace, and mercy, do hereby adopt the following as our Strategic Plan for the coming decade.

The members of this congregation direct their Church Council, officers, boards, committees, and other representatives to make their budgetary and other plans to align with this Strategic Plan. The congregation's leadership will monitor their compliance with this plan, and should report to the congregation at the quarterly Voters' Assembly meetings on their progress toward reaching each of the goals and objectives set forth herein.

Our ministry plan will focus on three areas: (a) WITNESS, by which we mean proclaiming the Gospel message in Word and Sacrament, both in our congregation and in our neighborhood, city, region, and throughout the world; (b) MERCY, by which we mean showing Christ's love and compassion to others in response to the Gospel message; and (c) our LIFE TOGETHER, by which we mean strengthening the sense of community within this congregation.

Within each ministry area, we have set forth general objectives to direct our planning. Under each objective, we have identified a non-exhaustive list of tasks to be undertaken by this congregation over the coming years to achieve our objectives, each of which will be led by a designated board, committee, officer, or other representative with the primary (though not necessarily exclusive) responsibility for ensuring its completion.

WITNESS

Objective 1: Concordia will work strategically toward increasing its average Sunday worship attendance and increasing its total baptized membership. (Goal: increase average weekly worship attendance [182 per week in 2013] by 5% per year, each year, over the next 5 years.)

- **Task 1:** Each Elder will visit with every member of the congregation under his care (*Board of Elders*); to be initiated in early 2014.
- **Task 2:** Concordia's members will continually encourage each other to invite non-members to worship and to fellowship opportunities (*entire congregation to participate; Pastor to encourage*); ongoing.
- **Task 3:** The Board of Evangelism will assist the Pastor in reaching out and making house calls to "reconnect" members, in order to counteract

back door losses (*Board of Evangelism*); ongoing, to be initiated in early 2014.

- **Task 4:** Concordia will actively encourage the UofL student ministry by organizing or hosting social events for college students and college-age prospective members (*Board of Evangelism*); ongoing, with first event to be scheduled by the first quarter of 2014.
- **Task 5:** Create a New Member Committee to invite and involve new members in activities, board membership, and active involvement in the life of the congregation (*Board of Evangelism*); to be completed by January 2014.
- **Task 6:** Invite and encourage parents of Sunday School-aged children to faithfully bring them to Sunday School each week (*Pastor; Board of Education; Board of Youth Ministry*); ongoing, to be initiated by Rally Day 2014.
- **Task 7:** Invite and encourage all adult members to be actively involved in at least one weekly or biweekly Bible study, on Sunday mornings at church or at other times and places (*Pastor; all members to encourage one another*); ongoing, to be initiated by Rally Day 2014.

Objective 2: Concordia will endeavor to draw closer to, partner with, and look for opportunities to support its daughter congregations at Resurrection Lutheran and Risen Lord Lutheran.

- **Task 1:** Appoint Ambassadors to participate in, and represent Concordia at, meetings and other official functions at Resurrection and Risen Lord, as permitted by those congregations (*Board of Elders*); to be completed by the second quarter of 2014.
- **Task 2:** Report to the Board of Elders or other appropriate boards and committees on developments at our daughter congregations, with a view to increasing opportunities for our members to work with theirs in the Lord's kingdom (*Ambassadors*); ongoing.
- **Task 3:** Look for opportunities to partner with Resurrection and Risen Lord (*all boards and committees*); ongoing.
- **Task 4:** Invite youth from Resurrection and Risen Lord to participate in activities with Concordia's youth (*Board of Youth Ministry*); ongoing, with the first event to be scheduled by the second quarter of 2014.
- **Task 5:** Organize joint social events and fellowship opportunities for members of Resurrection, Risen Lord, and Concordia (*Church Council; all boards and committees*); ongoing, with the Council to schedule the first event by the third quarter of 2014.

Objective 3: Concordia will make an intentional and concerted effort to reach out to the neighborhood around us with the Gospel.

- **Task 1:** Canvass the neighborhood with flyers, brochures, or other literature to invite our neighbors to attend worship, including but not

- limited to Friendship Sunday (*Board of Evangelism*); ongoing, initially to be completed by February 2014.
- **Task 2:** Organize social events and fellowship opportunities, such as an annual picnic, on church property or at the park next door, and invite our neighbors to attend (*Board of Evangelism; other boards and committees as the opportunities arise*); ongoing, with the first event to be scheduled by August 2014.
 - **Task 3:** Invite all neighborhood children to attend Vacation Bible School (*Board of Education*); annually by the end of May.

Objective 4: Concordia will make an intentional and concerted effort to become active in Gospel outreach around the country.

- **Task 1:** Organize a youth or congregation-wide mission trip to a destination within the United States but outside the area where Concordia's members live (*Board of Evangelism; Board of Youth Ministry; other interested members*); periodically, with the first such trip to take place by 2015.
- **Task 2:** Continue Concordia's funding support for the LCMS Office of National Mission (*Board of Elders*); annually.
- **Task 3:** Continue Concordia's funding support for the Indiana District of the LCMS (*Board of Elders*); annually.
- **Task 4:** Provide financial, spiritual, and emotional support for one or more students at the LCMS Seminaries, including but not limited to tuition and book assistance, prayers, or assistance with child care or rent (*Board of Elders; Board of Evangelism; other interested members*); ongoing, to be initiated by 2015.
- **Task 5:** Provide financial, spiritual, and emotional support for one or more missionaries or other church workers who work in underserved areas of the United States or in an international mission field (*Board of Elders; Board of Evangelism; other interested members*); ongoing, to be initiated by 2015.

Objective 5: Being cognizant of the changing demographics around us, Concordia will explore options and begin a Spanish (Hispanic) ministry.

- **Task 1:** Consult with Indiana District and Synodical offices to obtain information on ministry opportunities and assistance (*Board of Elders; Board of Evangelism*); to be completed by 2014.
- **Task 2:** Consult with Highland Community Ministries and other local groups to assess needs and opportunities in the local area (*Board of Evangelism; Hispanic outreach team*); ongoing, initially to be completed by 2014.
- **Task 3:** Obtain demographic data from community organizations, governmental agencies, and the Indiana District regarding community

demographics to aid in outreach efforts (*Board of Evangelism; Hispanic outreach team*); ongoing, initially to be completed by 2014.

- **Task 4:** Recruit Spanish-speaking members of the congregation to participate in outreach efforts (*Board of Evangelism*); ongoing, with an outreach team to be formed by 2015.
- **Task 5:** Consider and evaluate need for Spanish Lay Worker to assist in outreach efforts (*Board of Elders*); periodically, initially to be completed by 2016.

Objective 6: Concordia will explore the possibility of starting a prison ministry program.

- **Task 1:** Obtain information from area jails and prisons regarding qualifications, requirements, and scheduling opportunities for ministering to inmate populations (*Pastor; one or more volunteers*); to be completed by the second quarter of 2015.
- **Task 2:** Prayerfully consider whether to initiate Prison Ministry program (*Board of Elders*); to be completed by the end of 2015.
- **Task 3:** If Elders decide to begin Prison Ministry program, include funds for background checks or other expenses necessary to start the program in the congregation's annual budget (*Board of Elders*); annually, initially to be completed by end of 2015.
- **Task 4:** Recruit members of the congregation to participate in Prison Ministry program as worship leaders and assistants (*Pastor; Board of Elders; one or more volunteers*); ongoing, with first Prison Ministry team to be formed by the end of 2015.
- **Task 5:** Begin program of leading worship in area jails and prisons on a regular, recurring basis (*Prison Ministry team*); beginning in 2016.

MERCY

Objective 1: Concordia will evaluate hosting a once-weekly soup kitchen as a vehicle for ministering to the area homeless.

- **Task 1:** Form a committee of 3-5 members to research and evaluate the need for a new soup kitchen in this area, and coordinate and organize Concordia's efforts (*Church Council*); to be completed by 2014.
- **Task 2:** If the Soup Kitchen Committee determines that a new soup kitchen is needed in this area, volunteer at several existing soup kitchens over a period of several months, to research and understand manpower and resource requirements for starting a soup kitchen (*Soup Kitchen Committee*); to be completed by 2015.
- **Task 3:** Research and understand state and local health department requirements for operating a soup kitchen; complete required paperwork, if any; prepare operations manual for soup kitchen (*Soup Kitchen Committee*); to be completed by 2015.

- **Task 4:** If the Voters' Assembly commits to proceeding with starting a soup kitchen, survey building security needs and upgrade where necessary to accommodate a number of non-members using Concordia's building – e.g., security cameras, lighting, locks on doors to ensure no unauthorized entry, etc. (*Board of Trustees*); to be completed by 2015.
- **Task 5:** Coordinate scheduling of soup kitchen service with existing soup kitchens (*Soup Kitchen Committee*); to be completed by 2016.
- **Task 6:** Explore partnership with Redeemer Lutheran Church to assist each other's efforts and learn from their experience (*Soup Kitchen Committee*); to be completed by 2016.
- **Task 7:** Budget for and procure necessary cookware, utensils, service items, and food (*Soup Kitchen committee*); to be completed by 2016.

Objective 2: Concordia will determine the feasibility of a clothing bank for adults in need, including the homeless, to be modeled after the current Kids' Clothes Closet.

- **Task 1:** Evaluate the physical space on Concordia's premises and space requirements for storing clothing purchased or donated to the clothing bank (*Board of Trustees*); to be completed by 2014.
- **Task 2:** If space requirements permit starting a clothing bank, solicit donations of gently used clothing items (business clothes, coats, hats, gloves, shoes, etc.) from Concordia's members (*Pastor; Deaconess*); ongoing, to be initiated before clothing bank opens.
- **Task 3:** Request seed money, as necessary, in Concordia's annual budget to buy a stock of items or fund with the congregation's welfare/love donations (*Board of Elders*); annually, beginning in 2015.
- **Task 5:** Recruit one or more volunteers from the congregation to manage or staff the clothing bank (*Pastor*); as needed.

Objective 3: Concordia will begin a Stephen Ministry to encourage and train the laity to assist with each other's spiritual needs. (Goal: Have the first class of Stephen Ministers trained and working in the congregation by early 2016.)

- **Task 1:** Enroll Concordia with Stephen Ministries (see <http://www.stephenministries.org/> for more information) (*Board of Elders*); to be completed by the end of 2014.
- **Task 2:** Recruit two or more lay members to serve as Concordia's Stephen Leaders (*Pastor; Board of Elders*); to be completed by early 2015.
- **Task 3:** Stephen Leaders attend a week-long Leader's Training Course; request appropriation in Concordia's annual budget to pay costs associated with attending Leader's Training Course (*Board of Elders; Stephen Leaders*); to be completed by the summer of 2015.
- **Task 4:** Recruit an initial class of 6-10 members to become Stephen Ministers; train the Stephen Ministers in the congregation (*Board of Elders; Stephen Leaders*); to be completed by the end of 2015.

- **Task 5:** Match Stephen Ministers with members in need of care (*Pastor; Stephen Leaders*); ongoing, initially to be completed by early 2016.
- **Task 6:** Evaluate need for training additional Stephen Leaders and Stephen Ministers (*Board of Elders; Stephen Leaders; Stephen Ministers*); ongoing.

Objective 4: Concordia will instill and cultivate a culture of service in its members, including members of all ages and abilities, by organizing and joining service projects in the community. (Goal: Have one “major” service project scheduled every month of the year, beginning in mid-2015.)

- **Task 1:** Recruit a lay member of the congregation to serve as Service Project Leader (*Board of Evangelism*); to be completed by the end of 2014.
- **Task 2:** Coordinate scheduling of 6 congregation-wide service projects per year, by initiating new service project ideas, joining existing service opportunities (e.g., Habitat for Humanity), or both (*Service Project Leader*); first annual schedule of 6 projects to be completed by early 2015.
- **Task 3:** Encourage participation and giving of time and talent by all Concordia’s members in congregation service projects (*Pastor; Board of Evangelism; Service Project Leader*); ongoing, with first participation/recruitment effort begun by early 2015.
- **Task 4:** Coordinate scheduling of 6 service projects per year, alternating months with the congregation-wide service projects, if possible, for participation by members of 7th grade-high school youth (*Board of Youth Ministry*); first annual schedule of 6 projects to be completed by early 2015.
- **Task 5:** Encourage participation and giving of time and talent by all of Concordia’s youth in both congregation-wide and youth service projects (*Pastor; Board of Youth Ministry*); ongoing, with first participation/recruitment effort begun by early 2015.

Objective 5: Concordia will look for opportunities to partner with Cedar Lake, in order to incorporate its residents into the Body of Christ.

- **Task 1:** Invite and encourage Cedar Lake’s residents to attend regular, weekly worship services, Sunday school, and Bible study with us at Concordia (*Pastor; Board of Evangelism; Board of Education; Board of Youth Ministry*); ongoing, to be initiated in 2014.
- **Task 2:** Recruit volunteers to drive the church van or their own vehicles to provide transportation of Cedar Lake residents to worship services at Concordia (*Board of Evangelism*); ongoing, to be initiated in 2014.
- **Task 3:** Look for opportunities to involve Cedar Lake’s residents in positions of service in God’s house, such as greeter, usher, and in the worship music program (*Pastor; Board of Elders; music department*); ongoing, to be initiated in 2014.
- **Task 4:** Make efforts to include Cedar Lake’s residents of appropriate age in Concordia’s youth group meetings and activities, as they are able (*Board of Youth Ministry*); ongoing, to be initiated in 2014.

LIFE TOGETHER

Objective 1: Concordia will identify life-cycle planning for its physical assets in order to improve allocation of budget resources. (Goal: Develop both short-term and long-term plans for repairs and renovations of the congregation's physical assets by 2014.)

- **Task 1:** Investigate potential vendors to conduct and complete a Capital Reserve Study at Concordia (*Board of Trustees*); to be completed by the first quarter of 2014.
- **Task 2:** Budget and pay for Capital Reserve Study (*Board of Trustees*); to be completed by the first quarter of 2014.
- **Task 3:** Upon receipt of completed Capital Reserve Study, determine priorities, viability, and budget resources required to complete identified repair and renovation projects (*Board of Trustees*); to be completed by the third quarter of 2014.
- **Task 4:** Create 1-, 3-, and 5-year plans for financing and completing identified repair and renovation projects (*Board of Trustees*); annually, initially to be completed by the end of 2014.

Objective 2: Concordia will emphasize and strengthen its various ministry and fellowship groups, encouraging every member to become an active participant in the life of the congregation. (Goal: Enhance each member's experience at Concordia so that every member feels he or she has a place within our church community.)

- **Task 1:** Invite and encourage all members to become active in existing ministry and fellowship opportunities at Concordia, including but not limited to LWML, youth group, Bible studies, the "church ladies" group, and "Dinners for Eight" (*entire congregation to participate; Pastor and all boards and committees to encourage*); ongoing.
- **Task 2:** Evaluate ongoing needs and opportunities in UofL campus ministry (*Board of Evangelism*); ongoing, with initial decision on whether to maintain current ministry efforts by the summer of 2014.
- **Task 3:** Begin a comprehensive Men's Ministry, building upon previous efforts and successes in organizing fellowship-only events ("LBAS," etc.) (*Board of Evangelism; Bible study volunteers; volunteer event organizers*); ongoing.
- **Task 4:** Revitalize past efforts at a Reconnect Ministry, in order to assist the Pastor, Board of Elders, and Board of Evangelism to minister to members who have not been in regular worship, including recruiting new lay volunteers to make home visits (*Board of Evangelism*); ongoing, with first new team of volunteers to be recruited by the end of 2014.
- **Task 5:** Evaluate continued need for existing age-specific fellowship groups, such as the Golden Agers and In-Betweeners, determine whether a different

organizational structure would be more appropriate to our current needs, and consider need for additional age-specific fellowship groups such as New Mothers, Parents, and Young Adult (*Board of Evangelism*); to be completed by the first quarter of 2015.

- **Task 6:** Invite and encourage the youth of the congregation to serve in church on Sundays as greeters, lectors, acolytes, crucifers, or other age-appropriate volunteer capacities (*Pastor; Board of Youth Ministry; parents of the youth*); ongoing.
- **Task 7:** Encourage and increase attendance of youth in church after confirmation (*Pastor; Board of Elders; Board of Youth Ministry; parents of the youth*); ongoing.
- **Task 8:** Survey each member's skill set, time, and talent, and then encourage each member toward stewardship of his or her time and talent and involvement in the life of the congregation (*Stewardship Committee; New Member Committee*); ongoing.
- **Task 9:** Begin, strengthen, and maintain the new grief ministry group at Concordia (*Pastor; Stephen Ministers*); ongoing.

CONCLUSION

Concordia has been richly blessed as a congregation over its 135-year history. Exciting new opportunities await us to bear witness to God's love and to show mercy to all those whom God loves. In firm reliance upon God's promises of a future with Him, with His help, and by His grace, we joyfully enter this new era in our life together as the people of Concordia Lutheran Church.