

**Report of the
Strategic Planning Committee**

GROWING TOGETHER

A Vision of Redeemer's Ministry

December 2009

Redeemer Evangelical Lutheran Church

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Foreword

“Growing Together” is more than the title to the document you now hold in your hands. It is also a vision of what Redeemer Evangelical Lutheran Church will be doing by God’s grace and with his blessing in the years ahead. The goals and objectives outlined in this document are designed to bring God’s life-saving Word to more people in more ways, so that the Holy Spirit can “grow” our congregation in a number of different directions.

First, men, women, and children will grow closer to God as together we study his Word and receive his sacraments. Secondly, we will grow closer to each other as we gather together for fellowship, mutual support, and various forms of Christian service. And thirdly, as we reach out to our community, we will grow in the number of people who trust Jesus as their Savior and who want and need to be served with the Gospel at Redeemer. That is, we will grow larger -- both in numbers of people and in size of facility, God willing. To put it another way, under God’s guiding hand, Redeemer will grow upward, inward, and outward.

Redeemer is not just one individual. It’s not even a group of independent, unrelated individuals. Rather, Redeemer is a living organism, part of the Body of Christ. We are members who are connected to, and dependent upon, one another. Therefore, whatever God enables us to do as a congregation we must do together, thus the title “Growing Together.”

The document that follows is divided into three sections. The first section, entitled “Our Mission,” sets forth in general terms the intent of Redeemer. The Mission Statement provides the general context for all of our activities.

The second section is entitled “Our Vision.” The Vision Statement, as the name implies, is the statement of what Redeemer will, with God’s grace, become. It is a picture of what Redeemer will be known for in the future.

Thirdly, in order for the Mission Statement and Vision Statement to be useful, they must be developed into broad, yet concrete, goals and objectives. While the goals and objectives are rather specific, this document does not go into excessive detail.

Growing Together

The process for developing this document was comprehensive. As you know, the Strategic Planning Committee gathered input from members of the congregation and from WELS Parish Assistance -- "A Diagnostic Analysis for Redeemer Evangelical Lutheran Church -- June 2001." In addition, the task force gathered information from books, other congregations, and, most importantly, we prayed and looked to God's Word for guidance.

It is an exciting time to be a part of Redeemer. God has blessed us with enormous resources and He has presented us with limitless opportunities to accomplish His work. The time to act is now.

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Our Mission

United by our faith in Jesus Christ and our confession of God's Word, the members of Redeemer Evangelical Lutheran Church use the Gospel in Word and sacrament to win the lost for Christ, to nurture one another in Christian love, and to equip God's people for lives of Christian worship and service, all to the glory of God.

Our Mission **Annotated**

United by our faith in Jesus Christ and our confession of God's Word, . . .

God directs those who believe in Jesus Christ as the true Son of God to acknowledge their oneness in faith with other Christians whose confession of faith submits to all the teachings of scripture.¹

the members of Redeemer Evangelical Lutheran Church . . .

The owners of this mission statement are all members of Redeemer Evangelical Lutheran Church, Cedarburg, Wisconsin.

use the Gospel in Word and sacrament . . .

Wherever the Gospel is preached "in its truth and purity" and the sacraments are administered faithfully, the holy Christian church is present and is empowered by the Holy Spirit. Knowing that the Holy Spirit works through the means He has entrusted to us (and not by our own efforts), Christians use the Gospel in Word and sacrament as "tools" to accomplish the mission Christ laid out for us, namely. . .²

to win the lost for Christ, . . .

It is the Lord's will that Christians share the Gospel with all people in the world. We are God's messengers commissioned to convey his living Word to a dying world.³

to nurture one another in Christian love, . . .

It is the Lord's will that the church, speaking God's truth in an atmosphere of loving words and actions, educate, nurture, and build the faith and character of its members.⁴

and to equip God's people for lives of Christian worship and service, . . .

It is the Lord's will that Christians gather in worship before Him to declare their praises to God.⁵ It is the Lord's will that we act as ministers of His grace and use the gifts, talents, and opportunities He gives us to benefit others.⁶

all to the glory of God.

Nothing we do as a congregation is done to glorify ourselves, but rather to give glory to God, who is the source, guide, and goal of our lives now and always. We lose our reason for being if we do not remember that God is at the center, that He has called us to our mission, and that our ability to respond to that mission is totally the gift of God's grace.⁷

Our Mission

Bible References

¹ I appeal to you, brothers, in the name of our Lord Jesus Christ, that all of you agree with one another so that there may be no divisions among you and that you may be perfectly **united in mind and thought** (1 Corinthians 1:10).

They devoted themselves to the apostles' teaching and to the fellowship, to the breaking of bread and to prayer (Acts 2:42).

If you **hold to my teaching**, you are really **my disciples** (John 8:31).

² 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, and **teaching** them to obey everything I have commanded you (Matthew 28:19).

. . . faith comes from hearing the message, and the message is heard through **the word** of Christ (Romans 10:17).

³ 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, and teaching them to obey everything I have commanded you (Matthew 28:19).

Go into all the world and **preach the good news to all creation** (Mark 16:15).

. . . and **you will be my witnesses** in Jerusalem, and in all Judea and Samaria, and **to the ends of the earth** (Acts 1:8).

To those not having the law I became like one not having the law . . . so as to win those not having the law. To the weak I became weak, **to win the weak** (1 Corinthians 9:21-22).

⁴ **Love your neighbor** as yourself (Matthew 22:39).

As I have loved you, so **you must love one another** (John 13:34).

Therefore, as we have opportunity, **let us do good to all people**, especially to those who belong to the family of believers (Galatians 6:10).

Let the word of Christ dwell in you richly as you **teach and admonish one another** with all wisdom (Colossians 3:16).

Growing Together

Let us not give up meeting together, as some are in the habit of doing, but let us **encourage one another** -- and all the more as you see the Day approaching (Hebrews 10:24).

Therefore **encourage one another and build each other up**, just as in fact you are doing (1 Thessalonians 5:11).

⁵ **Love the Lord your God** with all your heart and with all your soul and with all your mind (Matthew 22:37).

But you are a chosen people, a royal priesthood, a holy nation, a people belonging to God, **that you may declare the praises of him** who called you out of darkness into his wonderful light (1 Peter 2:9).

⁶ It was he who gave some to be apostles, some to be prophets, some to be evangelists, and some to be pastors and teachers, **to prepare God's people for works of service**, so that the body of Christ may be built up until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ (Ephesians 4:11-13).

All Scripture is God-breathed and is useful for teaching, rebuking, correcting and training in righteousness, **so that the man of God may be thoroughly equipped for every good work** (2 Timothy 3:16-17).

Each one should use whatever gift he has received to serve others, faithfully administering God's grace in its various forms (1 Peter 4:10).

⁷ . . . whatever you do, whether in word or deed, **do it all in the name of the Lord Jesus**, giving thanks to God the Father through him (Colossians 3:17).

If anyone serves, he should do it with the strength God provides, so that in all things God may be praised through Jesus Christ. **To him be the glory** and the power for ever and ever. Amen (1 Peter 4:11).

Our Vision

Redeemer is a congregation with tremendous potential -- both in the number of gifts God has given to us, and in the opportunities God has laid before us. If Redeemer faithfully uses its gifts and seizes the opportunities before it, what will our congregation look like? Here is a vision of what Redeemer sees itself to be by God's grace and with His blessing in the year 2015.

1. We see a congregation with a Commitment to Adult Spiritual Growth. Since only the Holy Spirit, working through the Word and sacraments, can truly change hearts and lives, a fundamental building block of Redeemer's ministry will be a sequential core curriculum of Bible classes which apply God's unchanging truth to everyday life. Through their participation in Bible Study groups led by pastors, teachers, or qualified lay men and women, at church and in homes, members will grow in their understanding of God's will for their lives and will be well equipped as disciples, evangelists, and stewards for Christ. In a world that offers a smorgasbord of spiritual "junk food," Redeemer will have a reputation for offering people a full menu of "true soul food."
2. We see a congregation marked by Excellence in Worship -- in preaching, planning, singing, instrumental music, and the visual arts. Redeemer's worship will be recognized as faithful to Scripture -- Christ-centered, visitor-friendly, and life-related. Worship services will retain the historic Christian liturgy. All worshippers will be motivated by God's grace offered to them in Word and sacrament to join their fellow believers on a weekly basis to direct their praises to God in a way that is meaningful for them.
3. We see a congregation filled with Believers Excited to Share their Faith. Recognizing that they have something the world desperately needs, Redeemer members will be eager to invite their unchurched friends, family, and neighbors to join them for Redeemer's worship services or Bible classes. Members are committed to saving the lost and will be trained in the basics of friendship evangelism. Our congregation also makes world mission work something very personal by providing financial and prayer support for a foreign missionary or mission field.

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4. We see a congregation which partners with parents to provide Quality Christian Education for children of all ages. Redeemer will continue to be the cornerstone of a strong youth discipleship program which will assist parents in the training of their children by providing excellence in the light of God's Word. Area WELS elementary and secondary schools will serve as an extension of Redeemer's ministry to our youth. Our Sunday School curriculum will provide variety, as well as opportunities for children to grow as witnesses for Christ. Parents of infants and toddlers will be nurtured in their role as Christian fathers and mothers through a Cradle Roll ministry offering mentoring, parenting workshops, and Christian literature. A potential Early Childhood Education ministry will bring Jesus into the lives of 3- and 4-year-olds and their parents.
5. We see a congregation that offers A Place for Young Adults. In a world where young people often feel disconnected and ignored by the church, Redeemer will be a place which gives meaning to the lives of young people and allows them to channel their energy toward God-pleasing goals. Under the shepherding of our pastor and lay youth ministers, teens will have a place to call their own as God grows them into mature, responsible Christians who participate in the worship and ministry of the congregation. In addition, a strong bond will continue to be maintained with our college-aged students and military personnel.
6. We see a congregation with Expanded Opportunities for Lay Ministry. God has endowed each Christian with unique gifts to be used in service to God, the church, and the world. Redeemer will be a place where people discover their spiritual gifts and then apply them in an area of ministry such as teaching, evangelizing, administration, visiting/comforting, and musical praise. Every member, male or female, will experience the joy of Christian service, in keeping with his or her spiritual gifts, passion, and the boundaries established by Scripture. A lay spiritual gifts coordinator will assist with the identification of members' talents and ministry opportunities.
7. We see a congregation characterized by People Connected to People. Rather than nameless faces in a crowd, we envision Redeemer members to be caring people connected through the bond of faith and friendship. While the church continues to grow outward, it will also grow together as new friendships are created and strengthened in small group Bible studies, support groups, service activities, and fellowship events. New members are welcomed, adopted by long-time members, and become fully assimilated into active congregational life. Straying members are drawn back into the Body of Christ through personal contacts from friends and family within the congregation. In the end, each man, woman, and child will feel that he or she truly "belongs" at Redeemer.

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8. Finally, we see a congregation that has and will continue to provide Quality Facilities to effectively conduct a full program of Gospel ministry. An improved front entrance with covered canopy will allow easier entry and exit to the church and signal to the community that Redeemer is moving forward. A remodeling project of the fellowship hall will allow for modernized restrooms, increased church storage, expanded kitchen, and additional classrooms for Adult Bible Study and Sunday School. Future church expansion may provide for Early Childhood Education programs. Such an expansion on our current campus will allow our buildings to truly facilitate the ministry of the Word rather than hinder it.

In summary, we see a congregation, motivated by God's forgiving love in Christ, using the spiritual and financial gifts it has been given, to nurture believers and rescue unbelievers, both young and old, for time and eternity, all to the glory of God. May God enable us not only to see such a vision, but also to accomplish it by His grace and under His direction.

Our Goals and Objectives

Adult Spiritual Growth

The Key Objectives

1. To provide opportunities for our members to grow in the Word.
2. To encourage members to live in the Word.
3. To assist members in applying the timeless Word of God to their lives today.
4. To strengthen members' bond to God and to each other.

The Specific Goals

1. Appoint a committee of the Board of Elders to be responsible for adult spiritual growth.
2. Present frequent, relevant, and timely Scripture-based education and training for the members of the Board of Elders. Spend more time discussing spiritual matters and the ministry of the Gospel rather than things that support that ministry.
3. Develop a comprehensive Bible Study program comprised of classes within the following areas:
 - a. New Member Classes to provide an introduction to Redeemer, addressing expectations of its members, and exploring its organizational structure, elements of worship, stewardship, spiritual growth opportunities, etc.
 - b. Bible Study ABC's to provide an introduction/refresher to the essential basic teachings of Scripture (e.g. Who is God; How was the world created; Who is Jesus; Who is the Holy Spirit; Baptism; Prayer).
 - c. Old Testament and New Testament Exploration to provide broad but more detailed overview of the Old Testament and New Testament. The intent is to familiarize members with historical threads and theological themes.

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- d. Growing in Faith and Knowledge to provide more advanced courses on specific topics/individuals (e.g. friendship evangelism, comparison of religions, Paul's missionary journeys, the Bible on assisted suicide, and Christian doctrine).
4. Utilize qualified and trained lay members of the congregation to lead Bible studies at various locations and times throughout the week.
5. Develop a plan to ensure that the Adult Spiritual Growth program is being offered in an environment suitable for instruction and learning.
6. Develop means for members to more fully utilize the sermon as a means of spiritual growth.
7. Develop programming specifically targeted toward groups with common elements (e.g. 20-somethings, parents of children in pre-school and day school, women's/men's Bible Study, parents, retirees, and business people).
8. Increase usage and effectiveness of Redeemer's adult library by updating current print offerings and providing additional avenues for adult spiritual growth (e.g. on-line and/or e-mail Bible Study, chat groups, daily devotions via e-mail, prayer list, "how to" videos, computer programs, cassette tapes/CDs, and Bible trivia).
9. Offer classes on a regular basis addressing contemporary issues facing Christians, including classes on money management, marriage enrichment, health and nutrition, managing stress, computer classes, leadership training, business planning, and retirement planning.
10. Provide day, weekend, or longer retreats in combination with other WELS churches.

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Worship

The Key Objectives

1. To offer worship services which glorify God.
2. To faithfully present the Gospel in Word and sacrament.
3. To feed faith and foster Christian life.
4. To allow believers to respond to God's grace in Christ with their heartfelt praise and adoration.
5. To remain faithful to Scripture and relevant to the lives of people of all ages and backgrounds.
6. To have worship services characterized by excellence -- in preaching, planning, choral and instrumental music, and visual arts.
7. To give believers the opportunity to encourage and be encouraged by one another as they receive from God and give to God.
8. To combine warmth and reverence, avoiding the extremes of cold ritual and trivial fads.

The Specific Goals

1. Enhance our worship facilities by constructing an improved front entrance with covered canopy that will allow easier entry and exit to the church. A remodeling and building project of the fellowship hall will allow for modernized restrooms, improved kitchen area, increased church storage, and additional classrooms for Adult Bible Study and Sunday School. Future church expansion may provide for Early Childhood Education programs.

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2. Retain the reverent, liturgical worship order of service, which focuses on the words and works of Christ, accentuates the Gospel, and includes confession and absolution, response, readings, sermon, confession of faith, prayer, sacrament, and blessing.
3. Continue the current frequency of the Lord's Supper.
4. Occasionally incorporate songs and hymns with a more contemporary sound, but which retain lyrics that are scriptural and Christ-centered.
5. Continue to offer "special occasion" services, such as outdoor worship, song-only services, etc.
6. Incorporate a children's sermon and/or "children's object lesson" at least once a month on non-communion Sundays.
7. Offer child care for infants through age 3 during the worship service.
8. Educate those in the church on *what* we do and *why* we do it when we worship.
9. Create additional banners and/or other visual arts for sanctuary.
10. Consider appointing a Worship Music Coordinator who would plan worship with pastor, coordinate and organize new and current choirs, and involve more of the talents of lay musicians (vocal and instrumental).

Outreach and Evangelism

The Key Objectives

1. To ignite all members of Redeemer to passionately seek to win the lost for Christ through the power of the Word.
2. To use the individual and collective resources of the congregation to share the Gospel with those who are perishing.
3. To provide means by which all members of Redeemer may use their unique spiritual gifts to win lost souls for Christ.
4. To find and address additional areas and opportunities for outreach.
5. To raise community awareness of Redeemer through public relations opportunities.

The Specific Goals

1. Identify and train those members of Redeemer with gifts for sharing the Gospel with those who are perishing. Consider enrolling candidates in the WELS Evangelist Training Program.
2. Continue to support Pastor and the Outreach Elder and involve members of the congregation to follow up with church visitors and maintain personal contact with prospects.
3. Include a Friendship Evangelism unit in the core Bible class curriculum.
4. Create promotional materials, which equip and empower members to reach the community with the Gospel of Jesus Christ.
5. Create “side door” events (e.g. recreational activities, seminars on parenting or stress management from a Christian perspective, concerts, etc.) for members to bring their unchurched family, friends, and neighbors into contact with Redeemer’s mission and message. Evaluate community needs by studying surveys recently conducted.
6. Design and promote special worship services (Praises in the Park, Festival of Friendship) to encourage Redeemer members to invite their unchurched family, friends, and neighbors.

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7. Explore the use of Early Childhood Development programs as tools of outreach by increasing the amount of space and advertising.
8. Continue to offer Christian programs to reach out to children in the community (e.g. Vacation Bible School, Easter for Kids).
9. Identify opportunities for outreach in Cedarburg.
10. Continue to support specific WELS missionary or mission projects by providing prayer and financial support on an ongoing basis.
11. Continue to support Redeemer's ministry to the unchurched in nursing homes and prisons through partnership with WLCFS, Lasata, and Wisconsin Lutheran Institutional Ministries.
12. Study the balance of resources used by Redeemer in nurture and outreach, including tuition costs for members.

Ministry to Children and Youth

The Key Objectives

1. To have the Gospel permeate Redeemer's ministry to children and youth so that children of all ages learn to know Jesus as their Savior.
2. To channel our youth's energy toward God-pleasing goals as they grow into mature, responsible Christians.
3. To assist Christian parents in bringing up their children in the nurture and fear of the Lord beginning at baptism and continuing to adulthood.
4. To offer excellent opportunities for our youth to share the Gospel with those not in the faith.

The Specific Goals

1. Establish a self-supporting Early Childhood Education Center for the purpose of outreach and nurture that provides spiritual growth for 3- to 4-year-olds.
2. Implement a facilities plan to meet our youth ministry objectives; this would include a place for teens, media center, and increased storage space.
3. Develop a coordinated curriculum plan among the church, Sunday School, and Early Childhood Development Center that avoids undue repetition, allows for all children to learn basic Bible truths and apply to daily life, and includes elements of service and outreach.
4. Develop a ministry plan for children in our Cradle Roll (ages 0-4) through the use of mentoring, parenting workshops, and Christian literature focusing on the spiritual and emotional needs of the child and parents.

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5. Develop a college ministry program, involving lay volunteers and coordinated with WELS Campus Ministry, to keep our college students informed and involved in Redeemer even when away from home.
6. Develop a teen ministry program, involving lay volunteers, that will shepherd the growth of our teens into mature, responsible Christians.
7. Continue to develop a stronger partnership with Kettle Moraine Lutheran High School through continued financial support and joint ministries.
8. Offer programs, classes, and activities for parents and families.
9. Develop a balanced ministry approach in the congregation. Study whether the human and financial resources devoted to the youth of the congregation are in balance with the ministry to other age groups in Redeemer, as well as balanced with our outreach work locally and through the WELS.
10. Assign responsibility and staff needed to create the new youth ministry plans.
11. Explore the possibility of developing an after-school care program for elementary students.

Stewardship

The Key Objectives

1. To help members identify and utilize their God-given spiritual gifts and talents.
2. To identify service opportunities within Redeemer and the Cedarburg community.
3. To educate members on the Biblical principles of Christian service, Christian stewardship of time and talents, and Christian-principled money management.

The Specific Goals

1. Charge Outreach Elder with the responsibility of overseeing lay ministry (a “Spiritual Gifts Coordinator”). Responsibilities of the Spiritual Gifts Coordinator will be:
 - a. Identifying member gifts and interests
 - b. Identifying and publicizing Redeemer and community service opportunities
 - c. Coordinating opportunities with volunteers
 - d. Organizing the training of volunteers as needed
 - e. Organizing service recognition
 - f. Tracking member involvement
2. Develop a system to assist members in identifying and using their spiritual gifts.
3. Develop a system for identifying service opportunities within Redeemer and the community. Additional service opportunities for member ministry should be offered.
4. Develop a system for publicizing available opportunities to relevant groups of members or all members, as applicable.
5. Provide instruction in the Biblical principles of proper Christian stewardship, emphasizing joyful first-fruit giving, prioritization, time management, personal budgeting, planned giving, and Christian estate planning.

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6. Recognize service contributions of our members through personal letters, announcements, annual or semi-annual recognition luncheons, potlucks, and/or worship services.
7. Conduct a Biblically-based capital funds drive for our building expansion.
8. Develop position descriptions for all volunteer service positions and procedure outlines for tasks that are repeated.
9. Conduct an annual retreat for church leaders to review mission and vision goals, orient new leaders to areas of ministry, and coordinate planning and recruitment.
10. Establish an endowment fund and committee to educate members on planned giving opportunities and to accept gifts from estates and trusts.
11. Strengthen Redeemer's stewardship program, specifically increasing the number of Redeemer members giving on a regular basis and increasing the current congregational gross income.
12. Create additional opportunities for seniors to serve.

Christian Friendship and Fellowship

The Key Objectives

1. To create a Christian community of believers who nurture and support one another and hold each other accountable as an expression of their commitment to Jesus Christ.
2. To ensure that each member will feel that he or she truly “belongs” at Redeemer.
3. To utilize fellowship groups as a way to equip Redeemer members for acts of service to the Lord and their neighbors.
4. To enhance Redeemer’s outreach and evangelism through its fellowship groups.
5. To facilitate the creation of friendships among members of Redeemer, especially new, less active, and at-risk members.
6. To create multiple opportunities for members to gather around God’s Word and encourage one another.

The Specific Goals

1. Develop a process for forming groups, giving permission to any member to start a new group as long as the purpose is in line with the mission of the church.
2. Give Nurture Elder the responsibility to connect people to groups and create accountability for Christian friendship and group life.
3. Interview new members and members who attend church but are not active in the church to determine what fellowship opportunities would meet their needs.
4. Begin tracking each member’s involvement in fellowship groups to determine the percentage of the congregation currently involved in fellowship activities.
5. Establish a program of small, in-home Bible studies.

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6. Develop support groups based on the needs/desires of the congregation. Potential groups could include single parents, divorced, grieving, caring for ill spouse, etc.
7. Develop service activities that reach both current members and the community. Potential activities could include community blood drives, adopt-a-grandparent, visiting shut-ins, etc.
8. Develop and continue fellowship activities designed to encourage members to invite/include unchurched friends.

New Member Assimilation

The Key Objectives

1. To encourage immediate new member involvement in adult spiritual growth, worship, service, and fellowship activities.
2. To provide the opportunity to develop significant relationships with new and existing members.
3. To ensure that new members are warmly welcomed into the congregation.
4. To help new members understand and appreciate the privileges and responsibilities of church membership.
5. To reduce substantially new member inactivity which can lead to unforeseen membership losses.

The Specific Goals

1. Continue and expand the range of welcoming activities so that new members quickly begin to feel “at home.” This would include additional means of identifying new members, expanded social opportunities, and perhaps a “mentor/sponsor” program.
2. Continue and enhance the new member welcome contact. Ensure that this contact is timely and any concerns are immediately addressed.
3. Ensure that new members fill out Time and Talent surveys and that they are promptly invited to participate in adult spiritual growth, service, and fellowship opportunities; participation in at least one of these activities is strongly encouraged.
4. Enhance/expand the New Life in Christ class and the new member orientation process to help ensure that new members are effectively assimilated into Redeemer.
5. Develop, communicate, and monitor a covenant that sets out member privileges and responsibilities. Based on actual new member participation, make contacts and take other appropriate steps to reduce member inactivity and unforeseen membership losses.

Inactive Member Reclamation

The Key Objectives

1. To ensure that inactive and spiritually weak or straying members return to active, vital membership.
2. To provide all members with a clear, Biblically-based understanding of the privileges and responsibilities of church membership.
3. To clearly and lovingly teach inactive members the consequences of their behavior on their spiritual health and membership status.

The Specific Goals

1. Develop and implement a clear, coordinated strategy for dealing with inactive members.
2. Develop and communicate to all members a covenant that sets out clear, Biblically-based privileges and responsibilities of church membership.
3. Develop the means to compare members' activities to the privileges and responsibilities. This will include pew registers and other tools to provide accurate information.
4. Monitor member activity and compare it with member responsibilities. Take coordinated action as indicated, which often may include prompt follow-up by family, friends, or Elders.
5. Train the Board of Elders to help ensure that inactive members are promptly and lovingly brought back into active membership at Redeemer.

Responsive Communication and Staffing

The Key Objectives

1. To create an organizational structure that enhances the decision making process.
2. To efficiently staff our church to accomplish the proposed goals established in this Strategic Plan.
3. To staff Redeemer with part-time lay ministers drawn from the membership who would assist the pastor in developing programs to coordinate volunteers and fellowship groups, organize a music ministry, lead Bible studies, reclaim the straying, create public relations tools for outreach, and coordinate use of technology.
4. To create open lines of communication between the membership (men and women) and the leadership (called and elected).
5. To create a professional and consistent identity which attracts visitors and connects members to our church and community.

The Specific Goals

1. Conduct two voters' meetings per year, and well-planned open forums as needed, where issues are brought before members early in the decision-making process to seek input. All members, including confirmed youth and women, would be welcome to express ideas and have input on church related decisions.
2. Extend the length of lay leadership terms to promote greater continuity.
3. Add more women to work groups and planning committees.

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4. Add part-time staff lay ministers drawn from Redeemer's membership that would focus on one specific area of ministry each, e.g. a Spiritual Gifts Coordinator, a Fellowship Coordinator, a Technology Director, and several lay leaders for Bible Study and youth ministry.
5. Publish a "Handbook" of what goes on and how to get involved at Redeemer.
6. Review the website -- keep it updated and informative. Consider ways to make it more user-friendly and interactive. Add audio/visual streaming, if possible. Identify a spiritually mature and qualified person in our own congregation or outside agency to meet Redeemer's web content and hosting needs.
7. Create a "First-to-Know" e-mail list to quickly link members to the church and to seek initial input on issues.
8. Have committees communicate regularly with the congregation.

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Facilities

The Key Objectives

1. To provide quality space that will effectively and efficiently facilitate the programs of Gospel ministry outlined by our vision and objectives.
2. To maximize our ministries on the campus at our present site.

The Specific Goals

1. After the Strategic Plan is adopted, have a professional master facilities site plan developed that will allow Redeemer to carry out its mission and vision.
2. Evaluate the facilities site plan with special attention given to accessibility, functionality, and expansion.
3. Adopt a comprehensive facilities site plan that addresses the needs of the congregation, supports the ministry plans of the congregation, and embraces Redeemer's stated mission and vision.
4. Ensure that the following facilities improvements are included:
 - a. Construct an improved front entrance to the church with covered canopy that will allow easier entry and exit to the church and signal to the community that Redeemer is moving forward.
 - b. Remodel/expand the fellowship hall and adjoining areas to create modernized restrooms, increased church storage, expanded kitchen, and additional classrooms for Adult Bible Study and Sunday School.
 - c. Expand the church campus and Redeemer's Youth Ministry programs by developing/constructing an Early Childhood Education Center.
5. Continue to communicate with town and city officials to determine future direction of our local municipalities, keeping in mind the possibility of future annexation, water, and sewer costs to the congregation.

Growing Together

6. Explore the possibility of selling a portion of Redeemer's property in order to raise capital for future growth and expansion. More importantly, evaluate the ramifications of a potential sale and how it may affect the master facilities site plan and Redeemer's mission and vision for the future.
7. Engage in active dialogues with other area WELS churches and professionals to share information and learn how other congregations have approached building projects and achieved desired outcomes.