

STRATEGIC PLAN
Good Shepherd Lutheran Church
January 2018

Executive Summary

This Strategic Plan is based on surveys, town hall meetings, small group discussions and program pilots conducted from 2013 to present. The data from these methods revealed several recurring themes, which informed all of the recommendations presented in this strategic plan: Family, Worship, Youth, and Community.

This document contains the following goals and their accompanying objectives:

MISSION GOALS

These goals deal specifically with Good Shepherd's efforts in Preaching, Reaching and Teaching in Jesus' Name.

MISSION GOAL 1: Enhance worship services and activities in order to increase engagement (preaching mission).

- Objective 1: The Worship and Music Committee, or a subcommittee thereof, should work with the Pastor and Deacon to engage in long-term planning of worship services.
- Objective 2: Information about plans for upcoming worship services should be communicated to the congregation in advance via the Scroll, the bulletin, the Shout-Out and social media.
- Objective 3: The Worship and Music Committee, or a subcommittee thereof, should update methods for instruction/training of acolytes, communion assistants, ushers, etc.
- Objective 4: Develop a team of Music Leaders to serve as cantors and to lead the congregation in singing new hymns and service music.

MISSION GOAL 2: Achieve consensus on the goals of our congregation's education program for members of all ages (teaching mission).

- Objective 1: Develop a list of learning outcomes for our religious education program.
- Objective 2: Develop a methodology for evaluating whether Sunday School and other religious education programs/activities are adequately addressing the outcomes identified in Objective 1 above.
- Objective 3: Develop regular religious education programs for adults in the congregation.

MISSION GOAL 3: Increase outreach into the community (reaching mission).

- Objective 1: Explore programs for using the building for the benefit of members and non-members in the community.
- Objective 2: Increase opportunities for non-members to participate in church activities, and make those opportunities as accessible as possible.

- Objective 3: Develop partnerships with other agencies and institutions in our community to explore ways to serve together.
- Objective 4: Recruit members (individuals and families) to serve as short-term mentors for new members.
- Objective 5: Increase publicity of church news and activities across regular and social media channels.

ADMINISTRATIVE GOALS

These goals pertain to responsibilities of the congregation's paid and volunteer staff and the regular operation of the facility.

ADMINISTRATIVE GOAL 1: Update and strengthen GSLC's human resource policies.

ADMINISTRATIVE GOAL 2: Modify staffing structure to increase efficiency and ensure oversight of important processes.

- Objective 1: Modify the Administrative Assistant position.
- Objective 2: Engage a member of Good Shepherd to serve as a part-time Parish Worker.

ADMINISTRATIVE GOAL 3: Develop plans to ensure the long-term health and suitability of the church building.

- Objective 1: Create an ad-hoc committee that includes members of the current Property committee as well as other members with relevant expertise.
- Objective 2: Create a master list of planned upgrades, repairs and major maintenance tasks.
- Objective 3: Fix the microphones in the sanctuary, ensuring that we have reliable, permanent microphones at both the pulpit and the lectern.
- Objective 4: Install equipment necessary to audio-record sermons so that they can be posted on our church website.
- Objective 5: Evaluate the lighting and speakers in the altar area to ensure that Pastor and musicians can see and hear clearly.
- Objective 6: Modify the support pole in the sanctuary closest to the new center aisle so that it is smooth and rounded.
- Objective 7: Address flooding of west-side classrooms.

GOVERNANCE GOAL

Addresses the structure and function of the Congregational Council.

GOVERNANCE GOAL: Maximize the effectiveness of the Church Council.

- Objective 1: Modify the Council agenda to emphasize planning and collaboration rather than reporting.
- Objective 2: Reduce the number of Council committees to five.

- Objective 3: Add the Treasurer to the Council ballot every two years, and amend the Constitution to permit the Treasurer to serve more than two consecutive full terms.
- Objective 4: Maintain the separation of duties currently practiced by the Treasurer/Financial Secretary.

BACKGROUND

Long-Range Planning Team

In August 2013 the Good Shepherd Lutheran Church congregation voted to appoint a Long Range Planning Team (“LRPT”) to accomplish 3 goals:

- Renew GSLC’s Mission Statement
- Create a Vision Statement
- Begin the Strategic Planning process

The LRPT presented a summary of its work in 2014, and proposed the following:

- Mission Statement: **PREACHING, TEACHING AND REACHING IN JESUS’ NAME.**
- Vision Statement: **THROUGH WORSHIP, PRAISE AND SERVICE, WE TEACH THE LOVING WORKS OF GOD; REACHING OUT TO OTHERS TO SERVE AND PROCLAIM THE GOOD NEWS OF THE GOSPEL**

The Congregational Council (“Council”) held discussions of the data gathered by the LRPT, and In April/May 2016, developed and approved a Visioning Plan for the purpose of guiding Council committees in their work.

Strategic Planning Committee

The GSLC Strategic Planning Committee (“SPC”) was appointed by the Council and charged with creating a set of specific goals to help our church achieve its mission of Preaching, Teaching and Reaching in Jesus’ Name. The committee began its work in June 2017, with an initial focus on the following areas:

- How can we modify our **Worship** services and activities to increase engagement?
- How can we enhance our **Evangelism** efforts in order to attract new membership as well as nurture our current members?
- How can we create **Education** opportunities to enrich all members of our congregation?
- How can we make the best use of our **Facility** for the benefit of Good Shepherd and the community?

While analyzing each of these areas, the committee also considered ways in which staffing (volunteer and paid) and communications can be made more effective.

The committee used data gathered via the Long-Range Planning survey and the Visioning Plan developed by Council. We also sought further guidance from the congregation via surveys, town hall meetings, and consultations with committee chairs and other church leaders. The data from all of these methods revealed several recurring themes, which informed all of the recommendations presented in this Strategic Plan:

- **Family:** A great many members refer to their “church family” with great affection.
- **Worship:** Worship is widely regarded as the cornerstone of church life.
- **Youth:** It is important to educate and support our youth through Sunday School, youth trips, mission trips, social events and opportunities for leadership.
- **Community:** Good Shepherd is an important part of our local and global community; we are a welcoming and generous congregation, capable of helping others in Jesus’ name.

CONTENTS AND EMPHASIS OF THE STRATEGIC PLAN

The following document outlines the recommendations of the Strategic Planning Committee in three major areas:

- **Mission Goals**, which deal specifically with Good Shepherd’s efforts in Preaching, Reaching and Teaching in Jesus’ Name;
- **Administrative Goals**, which pertain to responsibilities of the congregation’s paid and volunteer staff and the regular operation of the facility; and
- **Governance Goals**, which address the structure and function of the Congregational Council.

Each goal is further expressed in terms of one or more specific objectives, with commentary as appropriate.

It should be noted that the purpose of the Strategic Planning Committee was to focus on creating effective systems and practices that can be put into place for the long term. The Committee firmly believes that the members of Good Shepherd Lutheran Church are committed to fulfilling our church’s mission, and are able to bring a great deal of creativity and synergy to this task. Further, many of the same ideas were proposed in different surveys over a four-year period of time. This suggests that our congregation needs help with the effective implementation—not generation--of ideas. Rather than micro-manage individual initiatives, the Committee sought to create a strategic plan that will provide broad, unifying goals and just enough structure to support all members and staff in their work to achieve those goals.

MISSION GOALS:

1. ENHANCE WORSHIP SERVICES AND ACTIVITIES IN ORDER TO INCREASE ENGAGEMENT (PREACHING).

Commentary: Worship is the cornerstone of our communal life at Good Shepherd. Worship is where we refresh our spirits, reaffirm our commitment to live according to Jesus’ teaching, and reconnect with our church family. While the majority of our members enjoy the basic format of

our worship, there is widespread need for a more dynamic, engaging experience. Attendance at worship should be transformative and enriching, not simply the fulfillment of Christian duty.

Objective 1: The Worship and Music Committee, or a subcommittee thereof, should work with the Pastor and Deacon to engage in long-term (i.e. quarterly) planning of worship services. This planning should focus on the following issues:

- Observances of holidays, church seasons, historical events and other special circumstances that can be celebrated in Worship services.
- Music, sermon themes, temple talks, and other rituals that might be incorporated into worship to address:
 - Special events (as above)
 - Seasons of the year (i.e. Lent, Advent)
 - World events/areas of concern
- Special music/musicians, speakers, preachers, artists or other contributors that can be incorporated into worship.
- Youth leadership of/involvement in worship.

Note: The Strategic Planning Committee shared this recommendation with the Worship and Music Committee in August 2017. The Worship and Music Committee has done an excellent job, particularly with the design of special services for the Reformation Anniversary and other occasions. It appears that worship attendance has risen during this time.

Objective 2: Information about plans for upcoming worship services should be communicated to the congregation in advance via the Scroll, the bulletin, the Shout Out and social media. The goal is to create a sense of anticipation—to make it clear that skipping worship means missing out on something special.

Objective 3: The Worship and Music Committee, or a subcommittee thereof, should update methods for instruction/training of acolytes, communion assistants, ushers, etc. These instructions should be made readily available to all members of the congregation in order to:

- Attract more members to serve in these vital functions
- Ensure a smooth worship experience for members and visitors
- Save time during the worship service (i.e. acolytes can assist with placing gluten-free wafers on the pillars, administering hand sanitizer, etc. in order to save a bit of time right before communion).

Objective 4: Develop a team of Music Leaders to serve as cantors and to lead the congregation in singing new hymns and service music. Most members enjoy a combination of familiar and new hymns, and would appreciate some help in learning unfamiliar music.

2. ACHIEVE CONSENSUS ON THE GOALS OF OUR CONGREGATION'S EDUCATION PROGRAM FOR MEMBERS OF ALL AGES (TEACHING).

Objective 1: Develop a list of learning outcomes for our religious education program.

Outcomes can be information (i.e. facts, prayers, Bible stories, historical information, experiences) and practices (i.e. prayer, service during Worship) and should be categorized by age/developmental stage. The goal of this list is to answer the question: "What does an educated Lutheran know/do?" at various stages of development. This list should be approved by Council and made available to everyone in the congregation.

Objective 2: Develop a methodology for evaluating whether Sunday School and other religious education programs/activities are adequately addressing the outcomes identified in Objective 1 above.

Commentary: Specific curricula and practices for religious education at Good Shepherd necessarily change from year to year due to population trends (i.e. the number of children in various age groups), learning needs of children in the program, and the talents/interests/abilities of adults involved. It is important that those charged with administering educational programs in our congregation have the freedom to adapt to these changes and select materials and activities that meet the needs of students and their families. An established list of objectives will assist in the selection and evaluation of specific methods and materials, and ensure some continuity over time.

Objective 3: Develop regular religious education programs for adults in the congregation.

These programs should be designed to fulfill 3 functions: "remedial" or "refresher" education for adults who may have missed out on important concepts; "continuing" education for adults who desire to expand their knowledge of the faith; and support for parents in their roles as their children's first teachers.

Commentary: This objective was successfully piloted with the Wednesday evening series led by the Deacon in Summer 2017. This could become a regular practice at Good Shepherd, with several multi-session series on various topics offered throughout the year. The subjects and dates of these series should be advertised not only through internal GSLC channels (Scroll, Shout-Out, weekly announcements, etc.) but, where appropriate, should also be promoted to the wider community.

3. INCREASE OUTREACH INTO THE COMMUNITY (REACHING).

Commentary: We are called to minister to all of God's people, not only those in our congregation. Thankfully we are blessed with wonderful physical and human resources for this purpose. Many members have expressed a desire for expanded use of our facilities, in an effort to draw more people into our building and perhaps into our congregation. Further, there is

widespread recognition that our building is not a museum, and it is currently under-utilized on many weekdays. It is also important to note that younger people (members of “Generation X” and “Millennials”) may not be focused on formal membership in a church, but may still want to participate in service and educational opportunities.^{1 2} These types of activities may be an effective way to attract and retain younger people in our congregation.

Objective 1: Explore programs for using the building for the benefit of members and non-members in the community. Following are some ideas for expanded use of our church property. At this point they are just ideas, and would require some feasibility study and would likely need a “champion” (individual or committee) to move them forward:

- Start an informal playgroup for young children at the church, in the nursery and/or fellowship hall. This playgroup should be open to anyone in the community. This program would require a GSLC member to start/organize the group.
- Continue to offer overnight shelter to traveling youth groups. We may want to look into “marketing” ourselves for this purpose, and if we expand this service, think about ways to make GSLC a little more comfortable for overnight guests.
- Join Voluntary Organizations Assisting in Disasters (VOAD). Assemble a team of interested members to coordinate this effort, and acquire relief items and equipment necessary to assist in disaster response efforts at the local, state and national level. Some of these items/equipment could be purchased at deep discounts from federal and state surplus through Central Management Services. Greg Fisher has information on this program.
- Start a program to care for elementary and middle school aged children on days when the schools are closed for faculty in-service, parent-teacher conferences, etc. The YMCA and the Park District offer programs for this purpose, but there may be demand for something like this in a smaller church setting. This would probably entail hiring someone to run the program, but we could charge a fee to offset the costs (nonprofit).
- Start an after-school program for elementary and middle school aged children. The middle school age group is particularly underserved in this community. Again, we would likely need to hire staff to run this program.

Objective 2: Increase opportunities for non-members to participate in church activities, and make those opportunities as accessible as possible. Ideas include:

- Short lecture series on subjects that are not necessarily religious in nature, i.e. end-of-life planning (led by an attorney and clergy), care of aging parents, financial planning,

¹ Eaton, Sam. “59 Percent of Millennials Raised in a Church Have Dropped out—And They’re Trying to Tell Us Why.” *Faithit* 09 Feb. 2017, faithit.com/12-reasons-millennials-over-church-sam-eaton/. Accessed 28 Oct. 2017.

² Lewis, Beth A. “Generational Differences and the Church.” ELCA Professional Leadership Conference, September 2017. Power Point materials shared by Marilyn Dudley, attendee.

etc. These could happen on Wednesday evenings (or other week nights), and be open to the public.

- Short service projects that can be completed in 1 or 2 evening sessions. These could also happen on Wednesday evenings (or other week nights), and be open to the public.
- Service trips similar to the El Salvador trips, but less expensive and closer to home. Again, these trips could include people from outside our congregation.

Objective 3: Develop partnerships with other agencies and institutions in our community to explore ways to serve together. Ideas include:

- Partner with other churches or organizations to sponsor speakers, work days, interfaith dialog, etc. to be held at Good Shepherd or elsewhere.
- The Strategic Planning Committee, with the Deacon's help, has reached out to the City of Champaign to explore ways that community and neighborhood groups might benefit from use of our building for meetings, events, etc. The committee strongly recommends that the Council or the Administrative Staff continue to talk with the City and other groups about this issue.

Objective 4: Recruit members (individuals and families) to serve as short-term mentors for new members. These volunteers can, on an informal basis, provide information about our church, encourage new members to join activities, and be a friendly, welcoming point of contact for new members.

Objective 5: Increase publicity of church news and activities across regular and social media channels. Whenever appropriate, church events should be advertised to the community at large one week in advance.

ADMINISTRATIVE GOALS

1. UPDATE AND STRENGTHEN GSLC's HUMAN RESOURCE POLICIES. The Personnel Committee should create, and submit for Council approval, a set of policies and procedures for effective human resource management. Critical topics include:

- Guidelines for creation of new staff positions
- Schedules, procedures and evaluation instruments to be used in annual reviews of all Rostered and non-Rostered staff
- Discipline
- Compensation
- Procedures for documenting all of the above

These policies and procedures shall be consistent with guidelines provided by the ELCA and human resource best practices.

2. MODIFY STAFFING STRUCTURE TO INCREASE EFFICIENCY AND ENSURE OVERSIGHT OF IMPORTANT PROCESSES.

Commentary: While much of the mission of Good Shepherd is carried out by its members, effective staff support is critically important. Current staff (December 2017) include the Pastor (full-time, salaried), Deacon (full-time, salaried), Administrative Assistant (part-time, hourly—37 hours per week), Office Helper (part-time, hourly—3 hours per week), and occasional volunteers as needed. The church's financial operations are performed by the current Treasurer, who is paid to perform some of those services. The Strategic Planning Committee believes that the Pastor and Deacon should remain as full-time workers with few changes to their duties (except those noted below). Recommended changes to the other positions are as follows:

Objective 1: Modify the Administrative Assistant position to: (a) include all duties currently performed by the Administrative Assistant and Office Helper; and (b) modify work hours to Monday – Friday, 8:00 AM to 5:00 PM, with one half-day off per week (36 hours per week).

The half-day off should be the same each week and be determined in consultation with the Pastor. A position description reflecting these changes is being developed by the Personnel Committee.

Objective 2: Engage a member of GSLC to serve as a part-time (approximately 5-10 hours per week) Parish Worker. This position would have the following types of duties:

- Manage the membership intake process and membership records, including:
 - Coordinate with Pastor to review status of prospective members and necessary follow-up tasks
 - Serve as an additional point of contact for potential members
 - Maintain the congregation's database and ensure that updates are made and recorded in the official record
 - Review membership data on an annual basis; prepare reports as required and follow up with members as necessary
- Assist Pastor and Deacon with coordination of weddings, funerals and other events as needed
- Attend Worship and other church events regularly, and follow up with Pastor regarding member needs or other matters that arise
- Attend Council meetings and, with the help of the Council Secretary, facilitate communication between church staff and Council members, and recommend/prepare announcements and articles for the Scroll, Shout Out, weekly announcements and other communications.
- Oversee and manage all of GSLC's social media communications, in cooperation with the Deacon and Council members.
- Develop content for the GSLC website, and coordinate with programmers as necessary to get content posted on a timely basis.

- Formal job description should be developed by the Personnel Committee in coordination with the Pastor and Executive Council.
- This position should be compensated via an honorarium of approximately \$7,000-\$8,000 per year.

Budget Impacts of Objectives 1 and 2 above: The budget includes funding for a “Parish Worker” (some of those funds are currently used to pay the Office Assistant).

3. Develop plans to ensure long-term health and suitability of the GSLC building.

Commentary: Our building is our most valuable physical asset. Thanks to decades of dedicated care and careful management, the facility continues to meet the needs of our congregation. The following recommendations are intended to help create systems to ensure the long-term health of our building, and also to accommodate current and future needs of our members and ministries.

Objective 1: Create an ad-hoc committee that includes members of the current Property Committee as well as other members with expertise in construction and architecture. This committee can be called upon to advise the congregation about major repairs and upgrades to the facility.

Objective 2: Create a master list of planned upgrades, repairs and major maintenance tasks. This list should also include approximate dates and estimated costs. This list will assist with planning, as well as help the congregation to evaluate and prioritize suggested upgrades/facility changes in the future.

Objective 3: Fix the microphones in the sanctuary, ensuring that we have reliable, permanent microphones at both the pulpit and the lectern.

Objective 4: Install equipment necessary to audio-record sermons so that they can be posted on our church website (for use by shut-ins and potential members).

Objective 5: Evaluate the lighting and speakers in the altar area to ensure that Pastor and musicians can see and hear clearly. Currently the speakers point outward toward the congregation and people in the front of the church struggle to hear.

Objective 6: Modify the support pole in the sanctuary closest to the new center aisle so that it is smooth and rounded. The current support pole is clad in rough wood that could snag clothing (particularly wedding dresses, etc.)

Objective 7: Address flooding of west-side classrooms.

GOVERNANCE GOALS

GOVERNANCE GOAL: Maximize the effectiveness of the Church Council.

Objective 1: Modify the Council agenda to emphasize planning and collaboration rather than reporting.

Commentary: Current Church Council meetings center on reports from committee chairs detailing meetings/activities of the past month. Committees typically focus on their “traditional” activities/events, which often remain constant from year to year. This creates silos of information, limits creativity, and fails to take advantage of opportunities for synergy. As our congregation looks for ways to accomplish our mission more effectively, it is important that leaders (i.e. Council members) adopt a more creative and forward-thinking approach to church activities.

Recommended Practices:

- Create a master calendar of all church events, holidays, seasons, and other activities. Council members should contribute all items that are typically the purview of their committee to this master calendar.
- Devote a significant portion of each Council meeting to discussion of upcoming items on the calendar, with an eye toward collaboration between committees. Ideally, Council should begin planning/analysis at least 2 months in advance for most activities; big events (i.e. Christmas, Easter, major celebrations) should be addressed further in advance.

Objective 2: Reduce the number of Council committees to five, as follows:

- **Outreach (formerly Evangelism and Service)**
- **Discipleship (formerly Education and Youth)**
- **Resources (formerly Property and Stewardship)**
- **Worship and Music**
- **Fellowship (formerly Fellowship and WELCA)**

Commentary: As noted in the “Good Shepherd Lutheran Church Visioning Plan” developed by the Council in May 2016, some committees have overlapping responsibilities. In other cases, committees that would benefit from working together do not under the current committee structure. Specifically:

- Evangelism and Service committees both seek to create relationships between our church and the broader community. Service work is also a very effective attraction for potential new members, particularly younger people.³

³ Eaton and Lewis, as cited above.

- As noted in the Visioning Plan, Education and Youth both serve the K-12 population of the church. Retreats and other youth trips (which have traditionally been managed by the Youth Committee) are considered part of confirmation preparation for youth
- Property and Stewardship could benefit from increased collaboration, particularly at times when significant funds are necessary for building improvements, and volunteers are needed for maintenance projects. Both committees are also rather small, and would benefit from additional members with relevant experience (i.e. architecture, property management, fundraising, project management, etc.).
- Worship and Music has recently expanded its role in the planning and implementation of worship services, as noted in the Mission Goals section of this plan.
- The Fellowship committee can be a tremendous asset to all of the committees when they plan events, and should also devise additional opportunities for our church family to spend time together.
- In our modern congregation, women serve in leadership roles throughout the church. Women's Circles and other groups offer opportunities for female fellowship, but there is no longer a need to provide a separate leadership structure just for women. The events that have traditionally been managed by WELCA (Apple Pie Festival, Christmas Brunch) should be added to the master calendar referenced in Objective 1 above, and specific duties can be assigned by the Council.

Reducing the number of committees has other benefits as well:

- Pastor and Deacon have a lighter load of meetings each month.
- Active congregation members are spread less thin among committees. Our congregation has decreased in size, and some of our most active members attend multiple meetings each month. Consolidating some of the committees will enable members to share their gifts in a more efficient way.
- Larger committees can sub-divide work into projects and events, and may find that monthly whole-committee meetings are no longer necessary.

Objective 3: Modify the Treasurer's position as follows: add the Treasurer to the Council ballot every two years, amend the Constitution to permit the Treasurer to serve more than two consecutive full terms, and remove the Treasurer from the Executive Committee.

Commentary: At present, the Treasurer is a member of the Executive Committee, but not an elected member of the Council. Below are excerpts from the Constitution and Bylaws of GSLC as they pertain to the election of Council and the Treasurer's duties.

The Bylaws of Good Shepherd state:

C12.03. The members of the Congregation Council (except the Pastor) shall be elected at a legally called meeting of the congregation during the month of May or June by written ballot. Members shall be eligible to serve no more than two full terms consecutively. Their term of office shall be for two years with the term of office beginning on August 1

and ending on July 31. Newly elected Congregation Council members shall be installed at worship near the date they assume office.

The Constitution of Good Shepherd spells out the duties of the Treasurer as follows:

Chapter 6. CONGREGATION COUNCIL

c. The Treasurer shall be bonded and shall be custodian of all funds of the congregation; and shall disburse all such funds in accordance with the decisions of the congregation or the Congregation Council. He or she shall present an audited report to the annual congregational meeting and such other reports to the Council as may be required.

Executive Committee: The Executive Committee, as outlined in Chapter 11, Section 11.01 of this Constitution shall consist of the Pastor, President, Vice President, Treasurer, and Secretary of the Congregation Council.

Officers of the Council, who serve on the Executive Committee, will be elected at the June or July meeting of the Council.

It is important to align our practice with our Constitution, and to affirm the Treasurer's authority as a member of the Council.

Objective 4: Maintain the separation of duties currently practiced by the Treasurer/Financial Secretary (document attached).

Commentary: Currently Dana VanDeveer-Jones serves as a volunteer Treasurer and receives compensation for performing the duties of a Financial Secretary. Given the complexity of our congregation's financial structure, it is advantageous to have a person with a strong professional accounting background in these roles. The attached document outlining safety precautions in effect to ensure accuracy and transparency should be reviewed annually by the Finance Committee and updated as necessary.

CLOSING REMARKS

The Strategic Planning Committee is grateful for the support and input that we have received from many members of this congregation. We have done our very best to accurately portray the desires and concerns of the members of Good Shepherd.

The Strategic Planning Committee has completed its work, and now charges the Congregational Council, under the leadership of the Executive Committee, with implementation of the plan. We leave it to the Council to delegate tasks as appropriate, and to set deadlines for follow-up. We strongly encourage the Council to do so in a timely fashion, with an emphasis on collaboration and clear communication.

Respectfully submitted,

Leanne Cunningham (leannemcunningham@yahoo.com)

Nancy McCowen (nmccowen@comcast.net)

Shelly Cekander (cekander@sbcglobal.net)

Luke Meyer (lmeyer20@stu.parkland.edu)

Vickie Wilson (vjpwilson.6254@yahoo.com)

Amy Chamley, Consultant to the Committee (amy.chamley@gmail.com)

LINKS AND ATTACHMENTS

- Articles referenced in the text:
 - Eaton, Sam. “59 Percent of Millennials Raised in a Church Have Dropped out— And They’re Trying to Tell Us Why.” *Faithit* 09 Feb. 2017, <https://faithit.com/12-reasons-millennials-over-church-sam-eaton/>. Accessed 28 Oct. 2017.
 - Lewis, Beth A. “Generational Differences and the Church.” ELCA Professional Leadership Conference, September 2017. Power Point materials shared by Marilyn Dudley, attendee.
- Treasurer and Financial Secretary Job Descriptions and Safeguards, prepared by Dana VanDeveer-Jones, November 2017.

GOOD SHEPHERD LUTHERAN CHURCH
JOB DESCRIPTIONS
November 2017

Financial Secretary (paid-independent contractor)

- Weekly deposit (calculating deposit and recording into Revelations and Quickbooks)
- EFT management for GSLC members
- Accounts payable
- Annual membership statements
- Annual pledge entry into Revelations

Treasurer (volunteer)

- Monthly closeout
- Financial reporting
- Management of funds (transfers in and out)
- Attending Executive Council and Council meetings on a monthly basis
- Attend CMEF meetings

In-Between (combination?)

- Payroll (twice a month)
- Quarterly and annual payroll filings
- Management of Portico (Pastor and Deacon's compensation, pension and insurance)
- Reconciliation of six bank accounts (need to be done before month end closeout)
- Finance Committee point person – facilitate finance committee meeting, prepare annual budget and present at the annual meeting

Safeguards in place at Good Shepherd

- Dana as financial secretary/treasurer does not approve any vouchers for payment.
- Dana as financial secretary/treasurer does not sign checks. Pastor and Bob Clark are also signers. Currently Bob Clark signs weekly checks.
- Dana as a hired independent contractor has obtained professional liability insurance (bonded up to \$1,000,000).
- Good Shepherd Lutheran Church recently obtained employee theft insurance for all employees (up to \$1,000,000).
- All cash is sorted and counted by the sorters on Sunday. The cash total is written on the sorter instruction sheet. The sorter instruction sheet is included with the weekly deposit information to confirm all cash got deposited into the bank.
- The monthly bank reconciliation report and bank statement for the general fund is sent to Executive Council and Finance Committee for review (as soon as possible after month end).

- The Treasurer position (one-year term) is voted on by Council. Potential change-have the congregation also vote on the one-year term.
- The Audit Committee performs an annual audit in July each year. The Committee randomly selects two or three months and verifies all deposits and disbursements (tracing all deposits to the bank statement and reviewing for approval on all disbursements).