

FAITH
LUTHERAN
CHURCH

WOLVERTON, MINNESOTA

DRAFT
LONG RANGE PLAN
2011

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Mission Statement of Faith Lutheran Church

*To gather prayerfully as
the Body of Christ;
To grow in faith, love,
and service; and
To go into the world
joyfully as disciples.*

I. Introduction

In 2002 Faith Lutheran Church undertook the task to develop a long range plan. The two primary resources that guided that committee were: The Twelve Keys to an Effective Church, and The Twelve Keys to an Effective Church - The Planning Workbook. Both books were written by Kennon L. Callahan. The resulting Plan was adopted at a congregational meeting held on June 9, 2002. When it was decided to update the Plan in 2010, the same resources were used. Since Callahan's book, The Twelve Keys to an Effective Church, was in its Second Edition, there were minor changes from the First Edition which was used in 2002; however The Planning Workbook, (which was used as the outline for the Plan) was unchanged and hence, both Plans follow that outline.

II. Process And Long Range Planning Committee Members

A. Overview of the Process

As stated above, the process that guided the development of this Plan was taken from the “Twelve Keys” series by Kennon Callahan. There are several steps that are used to identify and analyze the key characteristics; however the over-riding principle is: “Build on your strengths”; and “Do better what you do best”. Following is an outline of the process:

1. Develop a realistic assessment of our church’s present standing and stature:
 - a. Demographic data;
 - b. ELCA, NW Minnesota Synod, and Faith Lutheran Church data; and
 - c. Church’s Statistics for Key Indicators of Stature.
2. Chose a primary direction for your future;
 - a. Determine where we are now;
 - b. Discover how far we can go; and
 - c. Decide how far we want to go.
3. Assess our strengths in light of the twelve central characteristics of an effective church; and
 - a. Prepare a preliminary analysis;
 - b. Analyze and diagnose the relational characteristics of our church; and
 - c. Analyze and diagnose the functional characteristics of our church.
4. Select the central characteristics, key objectives, and timelines that will advance our church’s future.
 - a. Share and analyze the planning team ratings for the twelve central characteristics;
 - b. Select the strengths we would like to expand and add to advance our church’s future; and
 - c. Construct a timeline for the coming 3 – 5 years.

B. Committee Membership

The Long-Range Planning was appointed by the Church Council, and was made up of the following members:

Kelsey Emerfoll

Paul Israelson

Leone Nelson

Cindy Nord

RC Stein

Wanda Hodnefield

Wayne Krump

Larry Ness

Maryann Olthoff

Rev. Clay Ellingson (Ex Officio)

C. Consistency Evaluation of the 2002 Plan Objectives

Based on the review and analysis during development of the 2002 Plan, eight objectives were identified within three of the Key Characteristics. Following is a recap of the objectives and status of each.

Table 1.		
Summary of 2002 Key Objectives		
Key Characteristic	Objective	Current Status
Corporate, Dynamic Worship	Add & Train Greeters	After a brief attempt, this reverted back to an informal system of greeting.
Corporate, Dynamic Worship	Lay Input in Sermons	This has become a regular part of the services, mostly in the form of reading and dramas.
Corporate, Dynamic Worship	Lay-Led Services	This has become more common, usually during Pastor Ellingson's absence.
Corporate, Dynamic Worship	Technology	Technology has improved greatly during the past 7 years: Examples are: website development; audio/visual equipment/ music enhancements; and office/software upgrades.
Solid Financial Resources	Explore Foundation Endowment	An endowment fund has been established.
Solid Financial Resources	Disposition of Parsonage	The status of the parsonage was determined by congregational vote during 2010.
Solid Financial Resources	Uses for Ray Paulson Gift	The uses for Ray Paulson's bequest were determined and the process used has been replicated for determining the uses of other gifts since that time.
Open Accessibility	Architect's Study	The architect's study was completed and provided the basis for the accessibility, expansion, and maintenance project that was undertaken in 2010.

III. Assessment of Church's Present Standing and Stature

A. Demographic Data

Unfortunately, the 2010 Census data was not available in time for this analysis. According to US Census Bureau, the information at the county, township and incorporated city level will not be available until sometime in mid-2012. When available, that information should be compared with the estimates in this Plan, and if necessary, adjusted accordingly. The most current local estimates were from 7/1/2009. The resource material for all of the demographic information can be found in Appendix 1.

As shown in the Wilkin County Population Estimates, the demographers estimated that the population of Wilkin decreased by 12% (from 7,138 to 6,264) during the past 10 years. A population loss was also estimated for Wolverton and the surrounding area. It was estimated that the population of Wolverton has decreased by 16% during the period 2000 – 2009. When the surrounding townships of Deerhorn, Mitchell, Roberts, and Wolverton are added to the City's estimates, an 18% decrease in population was estimated. This loss represents about 100 persons.

During the previous two decades (1980 – 2000) in the 56594 Zip Code, the population decreased by 16%, households decreased by 11%, and the number of families by 14%. Even though we do not have the 2010 Census data, we can assume from the estimates that these trends continued from 2000 – 2009.

B. ELCA, NW Minnesota, and Faith Lutheran Data

1. ELCA: Following high baptized membership and average attendance in the ELCA in 1988, membership and average attendance have declined slightly during the past 18 years. During that same time, the percentage of baptized members in worship has declined by about 1.5% (from 31% to 29.5%). During the years 2001 to 2007, baptized membership has declined by 7.5% and the number of congregations has declined by 2.9%. This is a national trend with most mainstream Lutheran churches. On the positive side, giving by members during the 201 – 2007 period has increased by 17.5% (not adjusted for inflation). The ELCA data is included in Appendix 2.

The number of persons attending worship in pastoral-sized congregations (51 – 150 average attendance) has declined by approximately 10% since 1990.

2. Northwestern Minnesota Synod: The Northwestern Minnesota Synod had 3.6% fewer congregations and 3.4% fewer baptized members in 2008 than in

2002. As was the case on the national level, regular giving per confirmed member was up from \$462 in 2002 to \$574 in 2008 – a 24% increase. Total giving was up by 15%. According to the ELCA Research and Evaluation, average attendance synod-wide has decreased by 8.5% from 2002 to 2007. The Northwest Minnesota Synod information is included in Appendix 3.

3. Faith Lutheran Church: In the period from 2002 to 2009, baptized membership at Faith Lutheran Church has increased by 7.2% and confirmed membership has increased by 2.9%. During that same period, average attendance has declined by 32%-38%. Regular giving per confirmed member has increased by 106% and total giving increased by 112%. The high level of giving in 2007 – 2009 was in great part due to the capital campaign for Building Our Future On Faith. Operating expenses have increased by 87%. Mission support has increased by 44%, and all other benevolence has increased by 200%. According to the 2000 US Census, the average income (per capita, median family/household, and average family/household) was higher in the 56594 Zip Code than the Wilkin County average in all of these categories. The information regarding Faith Lutheran Church is included in Appendix 4.

C. Church's Statistics for Key Indicators of Stature

According to Callahan, it is important to develop a realistic assessment of the church's present standing, stature, strength, vitality, and size. Church's tend to grow to the size of the mission that they share with the community. The mission must be commensurate with the present strength and vitality of the church. The four best indicators of standing and stature are: average attendance at worship services, average Sunday School attendance, Sunday School enrollment, and church membership.

A couple of definitions will be helpful in understanding this section:

“Members: resident members who are marginally to fully active in the life of the church;

Constituents: non-members participating in one or more of the activities of the church; and

Persons served in mission: those individuals in the community, neither members nor constituents, who are intentionally ministered to in terms of their hopes and hurts.”

According to these definitions, the Planning Committee determined that Faith Lutheran had 165 members, 60 constituents, and 300 persons served in mission. Table 2 below presents the key indicators of stature, and the percentile ranking within the range of all Protestant Churches. It can be seen that in terms of Average attendance and church membership, Faith Lutheran is in the upper percentile rankings. However in the Sunday School attendance and enrollment categories, Faith Lutheran is in the lower rankings. The lower rankings in the two Sunday School categories are a reflection of the aging of the population that has been evident in rural areas.

Table 2.		
Key Indicators of Stature		
Indicator	Faith Lutheran Church	Protestant Percentile Ranking
Average attendance in worship	62	57.5
Church membership	343	87.4
Average attendance in Sunday School	12	11.7
Sunday School enrollment	23	12.7

D. Assessment Summary

There has been a steady decline in rural population over the past 30 years. The Wolverton area has experienced that decline on the county, township, school district, and city level. At the same time, mainstream Lutheran congregations have seen a decline in membership nationally. There is no evidence that either trend will change any time soon.

Giving has been strong at Faith Lutheran due to the capital campaign; however general fund giving seems to lag, especially over the summer months. Typically a major push is needed to meet expenses at the end of the fiscal year. Church membership has actually increased over the past 8 years at the same time that attendance has declined. Even with the decline in attendance, Faith Lutheran ranks in the 57th percentile for average attendance, and the 87th percentile for church membership in the ELCA. The lower rankings in Sunday School attendance and enrollment are in great part due to demographic factors. There are fewer households, and the average age is steadily increasing. In 2000, the median age in the 56594 Zip Code was 39.3 years.

IV. Primary Direction for the Future

The purpose of this section of the Plan was to make decisions regarding the best overall direction for Faith Lutheran Church. The direction was determined, in part, by the church's maximum mission potential and by the number of people we plan to serve over the next several years. Our fundamental characteristics were also considered.

A. Where Are We Now?

Table 2 in Section 1 provided us with the number of members, constituents, and persons served in mission. We used those numbers in Table 3 below to ascertain our church type and ratio. In other words, we translated the numbers in Table 2 to calculate the number of members, constituents, and persons served in mission per 100 members. Given these data, it can be seen that with 60 constituents per 100 membership, we are in between the Stable and Stable and Declining categories. However, given the large number of persons served in missions, we are in the Rapidly Growing category.

Following discussion on these issues, the Committee agreed that our current direction was Stable and Declining, and that our future direction was Stable.

Type of Church	Members	Constituents	Persons Served in Mission	Current Direction	Future Direction
Rapidly Growing	100	125	100		
Stable & Growing	100	100	75		
Stable	100	75	50		X
(Faith Lutheran)	100	60			
Stable & Declining	100	50	25	X	
Dying	100	25	10		

B. How Far Can We Go?

This part of the planning process was to determine the maximum number of persons within the surrounding area that our church could hope to serve in mission. Most of the resource material regarding this issue related to the total population within an established trip time radius. Given our location mid-way between Fargo-Moorhead

and Wahpeton-Breckenridge, the average trip time used was 30 minutes. It was recognized that the size of our congregation somewhat limited the alternatives that we could reasonably consider; however we ultimately agreed that it's not what we "can't do" because of our size; it's what we "can do because of our mission". It was agreed that our maximum potential for mission for unchurched persons was approximately 70 persons.

C. How Far Should We Go?

This step in the process was meant to determine the number of persons our church might reasonably seek out and be helpful to in the next 5 years. In order for the church to grow in mission and membership, we must first concentrate on increasing the number of persons served in mission. Some of these will become constituents, and eventually they may decide to become members. The Committee estimated that Faith Lutheran should seek out 10 persons per year to serve in mission in our nearby surrounding area. This is our mission objective.

Even though the demographic and church-wide and local trends appear to be in decline, it was agreed that given a strong mission in our community, some of our best years are still before us!

V. Assess Strengths In Light Of the Twelve Central Characteristics

The purpose of this step in the process was to take a thoughtful and diagnostic study of the key strengths of the church. Callahan identified 12 essential characteristics of successful, growing churches, and aids for analyzing individual churches relative to these characteristics. There may be other characteristics that could be added to this list; however during the course of the discussions, all of the issues seemed to fit in one of the predetermined categories.

There are 6 relational characteristics and 6 functional characteristics:

- The relational characteristics are: Specific and Concrete Missional Objectives; Pastoral and Lay Visitation; Corporate, Dynamic Worship; Significant Relational Groups; Strong Leadership Resources; and Streamlined Structure and Solid Participatory Decision Making.
- The functional characteristics are: Several Competent Programs and Activities; Open Accessibility; High Visibility; Adequate Parking, Land, and Landscaping; Adequate Space and Facilities; and Solid Financial Resources.

There are 3 fundamental principles regarding the 12 characteristics that need to be acknowledged:

- The relational characteristics are the sources of satisfaction in a congregation;
- The functional characteristics, if not in place, are sources of dissatisfaction in a congregation; and
- There is no direct correlation between the two.

A. Preliminary Analysis

Each person on the Committee ranked the 12 characteristics from 1 – 10; 1 being the lowest and 10 being the highest ranking. Characteristics that ranked 8 – 10 were considered strengths that could be expanded with relative ease. The mid-range rankings 5 – 7 were considered areas that, with extra effort, could become strengths. The characteristics that ranked 1 – 4 would require great effort and concentration to become strengths. Not all characteristics need to become strengths – in fact; it is unlikely that this can be achieved in most congregations.

The preliminary analysis was used as the basis for in depth discussion on each of the key characteristics.

B. Discussion of the Twelve Characteristics

Following is an explanation of the 12 characteristics, and the primary discussion points. The rankings are summarized in Table 4 at the end of this section.

Relational Characteristics

1. Specific, concrete missional objectives. (One mission outreach by congregation in community) The missional church has two or three objectives that involve strong groupings of the congregation in mission with persons who have specific human hurts and hopes.

A strong, healthy congregation:

- Shares one major mission outreach in the community;
- Helps direct with one of these: a life stage, a human hurt and hope, a common interest, or a community concern;
- Delivers concrete, effective help with persons and groupings in the community; and
- Is well known and well respected as legend in the community.

This characteristic emerged as a Potential Strength and the average ranking increased from the 2002 Plan from 4 to 6. The committee strove to focus on mission growth as a critical need for a healthy and vibrant congregation. The Committee spent a great deal of time discussing this characteristic and several current missional objectives were noted:

Hunger: Hunger programs have been the beneficiaries of special giving (Lent, Christmas Eve, etc.) on several occasions. 2009 was the first year that hunger was selected at the beginning of the year to receive proceeds from all of the special offerings, and to emphasize hunger throughout the year in several aspects of our mission at Faith Lutheran. It was suggested that we should make an effort to prepare and serve meals on a regular basis at the Dorothy Day House or one of the other locations in the area that provides meals for those in need.

Disaster Relief: Disaster relief has been a special mission on a few occasions. Mission trips to Florida, Louisiana, and northern Minnesota have been organized. They have been productive and meaningful for those who have participated; however a relatively small number of our membership has actively participated.

Local mission outreach: There was a feeling that we may be missing opportunities to assist those in need closer to home. It was noted that there was a FLC men's club at one time that took on local projects. This may be an undertaking that should be looked into again. Also, seasonal assistance is oftentimes needed by persons in the community with activities such as raking leaves, cleaning gutters/downspouts, cleaning windows, mowing, etc. These types of activities can be taken on by a broad range of persons in the congregation who may not have construction skills.

Expand community use of newly remodeled church: There was a strong feeling that the construction project that is rapidly being completed should be the basis for an expanded mission outreach into the community. Certainly the improvements were built to improve accessibility, to address deferred maintenance, and to make more space; however the overriding reason for the project was to serve our mission in the community. There is a need to thoughtfully consider how that mission will be defined. "Hospitality is not to change people; but to create a space where change can happen"

Youth activities: Our youth organization has a history of being very active in many projects, and we have been blessed with individuals in the community (both youth and leaders) who carry on that mission with passion. We cannot afford to lose our youth involvement and need to continue to nurture these activities.

Other missional activities: There were a few other missional activities that were discussed such as quilting, which is a major undertaking of the women's group. FLC always supports the Gideons when they make their annual presentation. Transportation was discussed as an issue that has become more and more important as our population continues to age, and more people retire to places that are not within easy driving distance. A transportation mission could be an opportunity to keep our elderly members in touch with their church.

The grace of God is close. Mission stirs our souls, encourages our hearts, and leads us to our best true selves. We sing the grace of God. We have this confidence...this assurance. God gives us strength sufficient unto the mission with which God blesses us. We lead with the strengths God gives us."

2. Pastoral/Lay visitation in community. (Shepherding visitation in congregation and community) Though a lost art in many churches, the missional church does consequential visitation with the unchurched, newcomers, constituents, and members on a weekly basis.

A strong, healthy congregation:

- Shares immediate, generous shepherding visits with persons who are in hospitals, homebound, independent living, assisted living, and nursing homes;
- Shares generous shepherding visits with our congregation: members, constituents, and family and friends of our congregation;
- Shares generous shepherding visits with our community: first time worshippers, newcomers, and friends in the community; and
- Shares shepherding visits that have a sacramental quality those benefits and blesses people's lives.

It was felt that our visitation program should be stronger. This characteristic remained a Potential Strength, but dropped one ranking point from 7 to 6. There is a fairly active, but informal, visitation program; however there is not an established visitation program. As stated in the previous discussion, we need to reach out to individuals and groups in our community who may be able to use the new and renewed space in the church. Unchurched persons need to be made welcome. We need to reach out to current members who don't attend. And finally, we need to ensure that those who are in nursing homes, hospitalized, and homebound are cared for. First time visitors, unchurched, and newcomers in the community need to be welcomed.

There was a feeling that there needed to be more aggressive pastoral visitation activity. The form of this was not defined; however it was felt that reinstatement of the Mutual Ministry Committee would be a good first step in improving communications in order to ultimately achieve this objective. It would provide a mechanism for mutual exchange between the pastor and the congregation in all areas where greater communication may be needed. A Mutual Ministry Committee was formed a few years ago, but did not assume the active role that is needed for this type of committee to be effective.

“We share shepherding visits with a spirit of balance – visiting with the congregation and visiting with the community. We have “one foot in the church and one foot in the community”. When the focus of shepherding is

only within the church, one of the major sources of helping in the community is lost. When the shepherding is primarily in the community, the strength of sharing with those in the congregation is lost.”

3. Corporate, dynamic worship. (Stirring, helpful worship grace centered, well done) The weekly services are holistic in music and message, corporately planned and led by a compassionate, competent team of pastor and laity.

A strong, healthy congregation:

- Shares worship that is warm, winsome, and welcoming;
- Shares music that is inspiring and dynamic;
- Shares preaching that is helpful and hopeful; and
- Shares worship that is stirring, with balance, power and movement.

This characteristic was considered one of our greatest strengths in 2002, and although still considered a Strength, its ranking dropped from 10 to 8. Since 2002 there have been significant changes to the musical component of our worship. Organ chimes and the new piano have been beautiful enhancements to our services.

Participation in choir has been difficult to maintain. There has been an increase in the involvement of musical instruments other than the piano and organ, but that is mostly for holidays and special worship services. There was a strong feeling that we need to encourage more participation.

Much of the conversation centered on the future of music in our congregation: Should we consider a pipe organ? How do we grow our musical talent from within? Should we attempt to establish a more formal relationship with Concordia to enhance our music programs? It seemed like the same people are carrying the responsibility and we need to grow our musical talent in order to maintain a strong musical component to our worship. It was observed that we used to have more special music involving solos and small groups.

We need to continue to involve many members in our services. We still have individuals do the readings, however it has slipped from a weekly occurrence to a “much of the time” event. We all have unique talents and our participation in the worship service is a historically significant action that is an integral part of our faith life.

“Worship is a gift of grace...with no strings attached. Worship has little to do with church growth. It has much to do with helping people grow lives of grace.”

4. Significant relational groupings. Most people come to a local church looking for community. Missional churches are constantly and intentionally starting new caring groups in which people may discover home, roots, place, and belonging.

A strong, healthy congregation:

- Has groupings that are open, inclusive, warm, and welcoming;
- Has a healthy balance of one-time seasonal, short-term, long-term, and weekly, monthly, year-round groupings;
- Encourages many new groupings; and
- Has groupings through which people discover a depth of sharing and caring.

This characteristic ranked as a Strength in both 2002 and 2010; however it slipped from 10 to 8 in terms of the actual scoring. Several relational groups were noted: quilting, Bible study groups, coffee ladies, LYO, choir, Council & standing committees, Faith Women, and others.

There are several other groups that are established informally in the community that may or may not be directly associated with the church, but serve the same purpose. Successful new relational groups are typically established with a high level of participation from the participants. Strong relational groups are a sign of a high level of engagement in the community and respond to community needs and interests. Strong relational groups are the backbone of a healthy, supportive, and caring congregation. Some of the groups at Faith Lutheran are formally established while others spring up in response to a missional need, shared interest, or community issue. The key to establishing and maintaining significant relational groups is a high level of buy-in and participation by group members during the organization phase.

“We are who we are because of whose we are.....We search for – long for – community, roots, place, belonging, friends, family, home. Sometimes we find community. Sometimes community finds us.

5. Strong leadership resources. Many churches train leaders to fill functional slots inside the church’s program. Missional churches nurture a majority of their

leaders to be relational and caring with individuals and groups in the regional community.

A strong, healthy congregation:

- Achieves our key objectives;
- Lives the four steps of leadership: loving, listening, learning, and leading;
- Encourages the leadership qualities of competency, continuity, and mutual friendship; and
- Helps people fulfill their life searches.

This characteristic ranked as a Strength in both the 2002 and 2010 evaluations. There is a solid base of leadership within the church. Leadership has been discussed in depth at Council; however it was felt that more needs to be done to encourage others to assume leadership roles within the church. Even though it was felt that our leadership core was strong, there is a struggle every year to get people to run for congregational offices – especially Council. This is partially a result of a smaller membership – specifically active membership, which means that the same shrinking pool of people seem to be the ones that will accept leadership roles. Burnout is a real problem.

There was a discussion regarding the appropriate time to engage new members in participation and leadership roles. If they are drafted into service immediately, there may be a feeling of rushing; however it has also been noted that if new members are not engaged early in their membership, they may lose interest rapidly.

“It is hard to lead someone we do not love.”

6. Streamlined structure and solid, participatory decision making. (Solid decision process.) Solid, participatory decision making. Missional churches plan on the basis of their strengths, hopes, and objectives. They are less preoccupied with their own needs and problems than many churches. They have a streamlined organizational structure.

A strong, healthy congregation:

- Makes wise, thoughtful decisions in relation to our key objectives;
- Has a strong sense of openness and ownership in our decision process;
- Shares a spirit of integrity, mutual respect, and trust with one another; and
- Has a simple structure based on our key objectives.

This characteristic ranked as a Potential Strength in both the 2002 and 2010 evaluations. Sound decision-making, conflict resolution, and leadership have been commonly discussed as on-going discussion topics at Church Council over the past several years. Some of the committee members felt that the emphasis on those topics during the past few years paid great dividends as decisions relating to Building Our Future On Faith have been made. Others felt that there was not enough communication and that intimidation and underlying distrust were factors in some of the discussion and votes. Some felt there was ample opportunity for input, but people chose not to participate.

We need to communicate openly; members need to make efforts to take advantage of communication; and once a decision is made, we need to embrace the decision of the Council and/or congregation.

It was also felt that the communication between the Council and standing committees needs to improve. Minutes of all meetings of standing committees should be made available. Council liaisons need to get more engaged in their committees: there are too many “No Report” actions recorded in the minutes.

“Integrity breeds respect. Mutual respect breeds trust. Both our decisions and our process(es) encourage integrity, mutual respect, and trust. Our integrity, mutual respect, and trust encourage us to develop solid decisions and an open process.....the primary way to deal with conflict is to grow integrity.”

Functional Characteristics

7. Several competent programs and activities. (One major program) among best in community. Missional churches know people attract people more than programs do. Generally they have two or three really competent programs that serve rather than use people.

The apparent inconsistency between “several” and “one major” program(s) is a result of the change in the Callahan resource material. The “several” language was taken from the workbook, and the “one major” language was taken from the updated text book.

A strong, healthy congregation:

- Has one major program that is among the best in the community;
- Serves many persons and families in the church with this one program;
- Has leaders who are both person centered and program centered; and

- Has one major program that has some connection with our one major mission outreach.

This characteristic ranked as a Potential Strength (6) in 2002 and as a Strength (8) in 2010. A list of programs and activities at Faith Lutheran would include: LYO, national assembly, adult mission trips, Synod assembly, quilting, choir, organist/music, Faith Women, and fellowship. Potential programs that were discussed included: music education, visitation, and youth choir.

“When a congregation intentionally decides to develop one major program, it helps for the congregation to plan on four to five years of development.”

8. Open Accessibility in location and people. A physical location that is accessible in terms of major traffic patterns and average trip time; and leaders who are accessible to the community are both important.

A strong, healthy congregation:

- Has an excellent location, matching with the traffic direction patterns and average trip time horizons of our community;
- Has generous site accessibility with adequate points of ingress and egress to our site;
- Offers open, spacious entrances and exits to our building and helpful visible and hidden signs of welcome; and
- Shares a “people accessibility” of compassion with members, constituents, persons served in mission, and community.

This characteristic moved from a Potential Strength (7) in 2002 to a Strength (8) in 2010. Open accessibility was evaluated in terms of location accessibility, site accessibility, building accessibility, and people accessibility. Location accessibility off of Highway 75 is very good.

The street becomes messy during the spring and at times of heavy rain making site accessibility difficult at times; however the committee felt that was a condition that most people tolerated.

We have greatly improved the building accessibility as a result of the project that is just being completed. These improvements will allow members, visitors, and community group’s easy access to the sanctuary, meeting rooms, and the

basement. The project also addressed the problem on emergency exit from the basement.

Our people accessibility is demonstrated by our involvement in community issues and events as well as our compassion for those within the community.

“Open accessibility is the result of location accessibility, site accessibility, building accessibility, and people accessibility. Together, these four help a congregation to be strong and healthy.”

9. High visibility in location and people. Successful missional churches have a high degree of geographical and grapevine visibility with churched and unchurched persons in the community.

A strong, healthy congregation:

- Has excellent site visibility of its church location;
- Has helpful signs and seasonal points of interest, which give it high visibility;
- Has excellent communications visibility with the congregation and the community; and
- Has excellent people visibility in a worthwhile community project.

This characteristic moved from a Potential Strength (7) in 2002 to a Strength (8) in 2010. Site visibility of the church is not great from the highway; however once in town the church is recognizable as a Wolverton landmark. It was recalled that there were signs on Highway 75 at one time; no one knew what became of them.

There is a need to promote both physical and community visibility of the church once the construction project is completed. The Faith Lutheran congregation members have always had high visibility in the community (i.e. Men’s Club, City Council, softball teams (coaching and playing), community celebrations, etc.). In other words, Faith Lutheran members have historically played highly visible roles in the community, and continue to participate in that capacity.

“Let your light so shine before people, that they may see your good works and give glory to your Father who is in heaven.”

10. Adequate parking, land and landscaping. (Land, landscaping and parking.) As a national average, one parking space permits 1.75 persons to participate in the church’s activities.

A strong, healthy congregation:

- Owns sufficient, usable land for our present life and future mission;
- Has landscaping that contributes to a first impression of an open and spacious, warm and welcoming, inviting and gracious spirit;
- Has adequate parking for our ten major Sundays of the year; and
- Has adequate parking for our normal Sundays and for our weekday use.

This characteristic moved from a Needs Work status (4) in 2002 to a Potential Strength (7) in 2010. It was felt that the church has enough property to complete all of the needed functions. There was discussion regarding the need for off-street parking. Nearby off-street parking could provide a facility with an asphalt parking surface and a paved path to the church. This type of improvement would be especially useful during wet/muddy conditions. We need to increase the value of the church's property to the community both functionally and aesthetically.

“Our congregation has landscaping that contributes to a first impression of an open and spacious, warm and welcoming, inviting and gracious spirit.”

11. Adequate space and facilities spacious and well cared for. More churches underbuild than overbuild, and they thereby limit their growth. They build fixed rather than flexible structures. Missional churches build for the future with a clear perspective that this is the eleventh, not the first important characteristic. They take energy and debt issues seriously. They build the building to serve the mission, not the mission to serve the building.

A strong, healthy congregation:

- Has adequate space and facilities for our present and future mission, shepherding, worship services, groupings, and programs;
- Has a balance between our land, landscaping, parking, and our space and facilities;
- Has space and facilities that are well maintained on a regular basis; and
- Has space and facilities that create a warm first impression of welcome, being attractive, and helping persons feel at home.

This characteristic remained a Strength over the past several years. The space and facilities provide very adequate space for our present and future mission and worship needs. The landscaping enhances the appearance and contributes to a welcoming appearance and feeling.

“More churches underbuild than overbuild.”

12. Solid financial resources. (Generous giving - solid financial resources.) Missional churches know people give money to people more than to programs, purposes, or paper. Missional churches tend to put their money into people rather than property.

A strong, healthy congregation:

- Is a congregation of generous people;
- Makes available all six sources of giving;
- Lives the principles of giving; and
- Builds on the best practices, the three resources that contribute to generous giving – giving pattern, assets, and giving family.

“Solid financial resources” was considered a Strength in 2002 and remained a Strength in 2010. Faith Lutheran has historically exhibited solid financial resources - and this has continued through the recent construction project. However, the way we give effects the mission and operational functions of the church.

General fund giving is approximately \$1,000 per person attending worship, or \$350 - \$375 per member per year. This amount does not include bequests, project funds, special offerings, or auction revenue. This amount is essentially unchanged from 2002. At this level of giving it has become increasingly difficult to maintain the general fund operating budget at its current level.

In past years stewardship drives were undertaken that culminated with the submittal of “Estimates of Giving” on Commitment Sunday. Although common in many congregations, this represented a change in approach from the way that stewardship had been addressed in the past at Faith Lutheran Church. This method proved successful in terms of more people giving and in overall giving; however this method was met with mixed responses from members. Some felt that it was helpful in focusing on how to plan giving and how to prayerfully consider how to give.

Others felt that it was an intrusion into their personal decision making process. A formal stewardship drive has not been undertaken for the past couple of years. If formal commitments are not a desirable for the congregation, other means of stewardship need to be identified.

If the general fund budget becomes consistently unsustainable, the congregation will be faced with certain decisions. Potential actions could be:

- to become a 2 point parish;
- to decrease from a full-time to a part-time minister;
- to identify stewardship strategies that match our needs and mission.

Giving for Building Our Future On Faith was nothing short of incredible; however there are 2 specific issues that need to be addressed as a result: 1) we will likely need to identify funds to close the gap between funds raised and funds required to complete the project. To this point, the congregation has not shown a willingness to accept long-term debt, so a final solution will need to be identified; 2) the new space will most likely increase our operating budget incrementally due to energy and insurance costs. Both of these issues will place more pressure on the general fund budget.

It is sometimes felt that people would rather give to building funds than give to mission. According to Callahan, the reason that this may be true is because buildings are specific and visible. It is easy to visualize how their generosity will be used. Unless our mission is clearly understood it will be difficult to paint that same exciting picture for our general fund giving.

“Strong, healthy congregations never have enough money. They are always living on the brink of bankruptcy. They are always giving away more money than they have.....to serve persons in mission.....to help persons with their lives and destinies in the grace of God. They are happily generous.”

VI. Central Characteristics, Key Objectives, and Timelines

A. Summary of Characteristic Rankings

Following extensive discussion, the individual committee members ranked the 12 characteristics from 1 – 10. A ranking of 1 – 4 indicated that the characteristic would require considerable work and dedication to elevate it to a strength. A ranking of 5 – 7 indicated that the characteristic could reasonably be moved up to a strength if there was a level of dedication and commitment. A ranking of 8 – 10 indicated a strength that could be expanded.

Table 3 below presents the 2010 average ranking and the 2010 ranking rounded to the nearest whole number. The 2002 rankings are included for comparison.

Table 4					
Summary of Characteristics Rankings					
	Characteristic	2002 Rounded Rank	2010 Average Rank	2010 Rounded Rank	Status
1	Specific, Concrete Missional Objectives	4	6.4	6	Potential Strength
2	Pastoral And Lay Visitation	7	5.9	6	Potential Strength
3	Corporate Dynamic Worship	10	7.7	8	Strength
4	Significant Relational Groups	7	5.9	6	Potential Strength
5	Strong Leadership Resources	8	7.7	8	Strength
6	Streamlined Structure And Solid Participatory Decision Making	7	7.1	7	Potential Strength
7	Several Competent Programs And Activities	6	7.8	8	Strength
8	Open Accessibility	7	7.9	8	Strength
9	High Visibility	7	7.6	8	Strength
10	Adequate Parking, Land, and Landscaping	4	7.4	7	Potential Strength
11	Adequate Space And Facilities	8	8.5	9	Strength
12	Solid Financial Resources	8	7.5	8	Strength

B. Selection of Strengths to Expand and to Add

Following completion of the rankings, the Committee next selected strengths to expand. The strengths to expand were Corporate Dynamic Worship, Strong Leadership Resources, High Visibility, and Solid Financial Resources. Characteristic # 11, Adequate Space and Facilities received the highest ranking; however it was not included as a strength to expand since it was felt that the high ranking was mostly due to the fulfillment of the Building Our Future on Faith project. It was felt that objectives related to this characteristic could be more effectively addressed in the High Visibility and/or Corporate/Dynamic Worship characteristics. Listed below are the selected strengths to add and the specific actions to achieve these objectives.

1. Strong Leadership Resources

This characteristic was selected as a strength to expand. The following objectives were identified as sound activities that would advance this characteristic.

- a. Develop a broader base of leadership through leadership training and encouragement.

In order to promote and nurture leadership skills and to foster greater participation in positions of leadership, individuals should be recruited to attend training opportunities. Efforts should be made to create some of those opportunities locally. Neighboring congregations could be included in these efforts. However, these efforts should be initiated locally by the Council and minister.

- b. Re-establish a Mutual Ministry Committee

This objective came up during the discussion of Pastoral and Lay Visitation and seemed to roll over into a general discussion of expectations and communications between the congregation, minister, other staff, and committees. There seemed to be a gap between the level of pastoral activity relative to visitation and the actual or perceived activity. The presence of a Mutual Ministry Committee would establish a mechanism for healthy communications between the congregation, the minister, other paid staff, and standing committee representatives to avoid this type of situation.

There was a Mutual Ministry Committee at Faith Lutheran several years ago; however it did not maintain the momentum needed to

remain an effective committee. As with many of our elected and appointed committees, it is essential to have persons who are willing to undertake these tasks in the spirit that will continue to define and advance the mission of Faith Lutheran Church. The Church Council would have to establish such a committee and appoint members.

2. High Visibility

a. Website development

Great advances were made in the use of technology during the past few years, and this should be continued. One critical step is to develop, maintain, and promote an active and engaging website. This is an area where our youth may have untapped skills or a desire to advance their skills. A youth page, blog, or social media could be incorporated into the site.

b. Increase our visibility in the community by promoting our new facilities

It was stated time and again that Building our Future on Faith was about defining and living our mission in our community. To that end, we need to promote Faith Lutheran Church as a place for the community to gather for worship, recreation, culture, community events, and fellowship. In order to gain a clear understanding of the types of events desired, remuneration (if any) required, and oversight, the Council should develop these guidelines in cooperation with standing committees that have responsibilities for scheduling events, monitoring events, and the care maintenance of facilities.

c. Replace Faith Lutheran Church signs on Highway 75

Highway signs on the edge of the city should be replaced under the supervision of the Property and Maintenance Committee.

3. Solid Financial Resources

a. Identify alternatives to address long term sustainability

There has been a trend for the past several years of needing a big push at the end of the year to meet the projected budget. Measures such as Stewardship Campaigns were undertaken to address this issue;

however the trend seems to continue. Should the trend of lower attendance and stable giving continue into 2011 and beyond, decisions will need to be made regarding the structure of Faith Lutheran Church relative to ministerial services and the mission of the church. Some of the alternatives that were discussed included:

- Increase giving to mitigate the issue; however a long-term solution (5 – 10 years and beyond) needs to be considered;
- Identify stewardship strategies that match our needs and mission;
- Decrease operating expenses;
 - Become a two-point parish;
 - Reduce services to a part-time minister;

Obviously, each of these actions would have an effect on our daily operations and/or mission. These impacts must be carefully considered earlier rather than later.

b. Auto deposit

The way things seem to go now is that we are fairly healthy financially for the first several months of the church year; and then we fall behind budgeted giving during the summer months and never make a full recovery. Although not the answer for all, auto deposit would help stabilize finances for the church and would be more predictable for the members. This type of system works very well for wage-earners.

4. Corporate, Dynamic Worship

Worship services are the lifeblood of our church and there were several thoughts regarding specific objectives that could expand this strength. You will notice that music was a dominant consideration in many of the objectives. Other objectives spoke to greater involvement in worship services and to furthering outreach into our community.

a. Have a work Sunday in lieu of service

This was suggested as a means to increase our outreach in to the community and to build a greater level of fellowship amongst our members.

- b. Ask families do the readings

We already have individuals and families do the readings and this was one of the features of worship that was considered to be very important. Stressing family in this activity was an attempt to involve persons of all ages.

- c. Renew efforts to involve more members (and non-members) in our services

This is similar to b. above, but is meant to be more far-reaching. Essentially this as an extension of two of the objectives from the 2002 Plan: Lay Input in Services and Lay-Led Services.

- d. Make efforts to learn more about other religions and denominations (likely in a Bible Study Group);

This was considered to be a very timely interesting undertaking. We seem to hear much about world religions in regard to world affairs, personal discipline, and beliefs that we have in common as well as beliefs where we differ. A greater knowledge of these issues would prepare us to deal with other people and other situations from a base of greater understanding.

- e. Establish a church band

OK, so this one is a little wild, but we already have several persons with talents to share. Actually, this came up as we discussed the possibility of having an occasional contemporary service.

- f. Promote concerts and recitals

These types of activities could be integrated into our worship services or be scheduled as community events.

- g. Consider the possibility of building a pipe organ

We obviously consider music to be a very important aspect of our worship here at Faith Lutheran Church. We have invested generously in our musical equipment in the past. The need to replace the organ will need to be considered in the future. The addition of a pipe organ seemed to be a natural step to take when replacement is needed.

- h. Work with local musicians to give music lessons

This was another suggestion to increase the use of our church as a community asset.

5. How do we move forward?

We have accomplished much during the past years, and there is much to accomplish in the years to come. But our church has changed due to social, economic, and demographic conditions. We still serve the same God and strive to be faithful, but these changing external factors affect our lives and our congregation. We need to work with the tools that God gives.

Some of the objectives listed above should be relatively easy to achieve. Some will take work, but seem to be achievable. Some seem to be very difficult at best, and the means of achieving our objectives may not be readily apparent. So how do we take on the challenges both big or small?

a. We Pray

The Long Range Planning Committee was well aware of the challenges that we have, are, and will be facing in the future, and agreed that the single most important, ongoing objective that will lead us into the future is PRAYER. We need to pray to discern our mission; to give us strength and wisdom to make the right decisions; to heal our wounds; and to thank God for all of our blessings. We need to pray in groups, in circles, in vigils, with partners, in Sunday School, in worship and in solitude. Sometimes we need to pray from the depths of our soul; sometimes we need to joyfully give thanks, and sometimes we need to simply wait quietly for God to speak to us. We need to pray to continue as the body of Christ at Faith Lutheran Church. This needs to become an intentional and integral part of who we are and how we define our relationship with God.

VII. Establish a timeline

Table 5			
Key Objectives Timeline			
Objective	Start	Complete	Responsibility
Strong Leadership Resources			
Re-Establish Mutual Ministry Committee			
Develop Leadership Base			
High Visibility			
Website Development			
Greater Community Visibility			
Replace signs on Highway 75			
Solid Financial Resources			
Long Term Financial Sustainability			
Auto Deposit			
Corporate, Dynamic Worship			
Work Sunday			
Family Readings			
Lay Participation In Services			
Broaden Knowledge of Religions			
Involve Youth in Services			
Church Band			
Promote Concerts & Recitals			
Pipe Organ			
Music Lessons			
Prayer			
Prayer Circles/Groups			
Prayer Partners			
Prayer Vigils			
Prayer in Church/Sunday School			
Contemplative/Centering Prayer			

Appendix 1

Demographic Data

Wilkin County Estimates

2000 Zip Code Data

Geographic Area	Wilkin County Population Estimates										April 1, 2000	
	7/1/2009	7/1/2008	7/1/2007	7/1/2006	7/1/2005	7/1/2004	7/1/2003	7/1/2002	7/1/2001	7/1/2000	Estimates Base	Census
Wilkin County	6,264	6,374	6,486	6,510	6,634	6,725	6,864	6,920	6,960	7,119	7,138	7,138
Akron township	132	134	137	138	143	145	148	149	150	153	153	153
Andrea township	61	62	64	64	67	67	68	69	69	70	70	70
Atherton township	133	135	138	139	144	146	149	151	151	155	155	155
Bradford township	101	103	105	106	110	112	114	115	116	119	119	119
Brandrup township	149	152	155	156	162	164	167	168	168	172	172	172
Breckenridge city	3,185	3,234	3,287	3,290	3,289	3,335	3,411	3,439	3,466	3,547	3,559	3,559
Breckenridge township	202	205	208	210	216	222	226	228	229	229	234	234
Campbell city	208	212	216	218	226	230	234	235	236	241	241	241
Campbell township	85	87	88	89	93	94	95	96	96	99	99	99
Champion township	62	64	65	65	68	69	70	71	71	73	73	73
Connelly township	104	107	109	109	114	115	118	119	120	123	123	123
Deerhorn township	96	98	100	101	106	106	108	109	109	111	111	111
Doran city	51	52	53	53	55	56	57	57	58	59	59	59
Foxhome city	126	129	132	133	138	139	141	141	141	143	143	143
Foxhome township	87	89	91	91	95	97	98	99	100	102	102	102
Kent city	99	101	103	104	108	110	113	115	116	120	120	120
McCauleyville township	48	48	49	50	52	52	54	54	54	56	56	56
Manston township	53	54	55	55	58	59	60	60	60	62	62	62
Meadows township	56	57	58	59	61	62	63	63	63	65	65	65
Mitchell township	89	91	93	93	97	98	100	101	101	103	103	103
Nashua city	60	61	62	62	65	66	67	67	68	69	69	69
Nilsen township	51	52	53	53	55	56	57	57	58	59	59	59
Nordick township	101	103	105	106	110	112	114	115	115	118	118	118
Prairie View township	183	187	191	192	199	203	207	209	210	214	215	215
Roberts township	100	102	104	105	109	111	113	114	115	118	118	118
Rothsay city	244	248	250	252	262	258	261	263	263	270	271	271
Sunnyside township	123	126	128	129	134	136	138	140	140	143	143	143
Tanberg township	58	60	61	61	63	64	66	66	66	68	68	68
Tenney city	5	5	5	5	6	6	6	6	6	6	6	6
Wolverton city	102	104	107	107	111	114	117	119	119	122	122	122
Wolverton township	110	112	114	115	119	121	124	125	126	130	130	130



U.S. Census Bureau American FactFinder

FACT SHEET

Zip Code Tabulation Area 56594

View a Fact Sheet for a race, ethnic, or ancestry group

Census 2000 Demographic Profile Highlights:

General Characteristics - show more >>

	Number	Percent	U.S.		
Total population	494			map	brief
Male	238	48.2	49.1%	map	brief
Female	256	51.8	50.9%	map	brief
Median age (years)	39.3	(X)	35.3	map	brief
Under 5 years	42	8.5	6.8%	map	
18 years and over	367	74.3	74.3%		
65 years and over	82	16.6	12.4%	map	brief
One race	488	98.8	97.6%		
White	482	97.6	75.1%	map	brief
Black or African American	0	0.0	12.3%	map	brief
American Indian and Alaska Native	0	0.0	0.9%	map	brief
Asian	3	0.6	3.6%	map	brief
Native Hawaiian and Other Pacific Islander	0	0.0	0.1%	map	brief
Some other race	3	0.6	5.5%	map	
Two or more races	6	1.2	2.4%	map	brief
Hispanic or Latino (of any race)	8	1.6	12.5%	map	brief
Household population	494	100.0	97.2%	map	brief
Group quarters population	0	0.0	2.8%	map	
Average household size	2.57	(X)	2.59	map	brief
Average family size	2.94	(X)	3.14	map	
Total housing units	223			map	
Occupied housing units	192	86.1	91.0%		brief
Owner-occupied housing units	168	87.5	66.2%	map	
Renter-occupied housing units	24	12.5	33.8%	map	brief
Vacant housing units	31	13.9	9.0%	map	

Social Characteristics - show more >>

	Number	Percent	U.S.		
Population 25 years and over	332				
High school graduate or higher	308	92.8	80.4%	map	brief
Bachelor's degree or higher	60	18.1	24.4%	map	
Civilian veterans (civilian population 18 years and over)	57	15.4	12.7%	map	brief
Disability status (population 5 years and over)	71	15.7	19.3%	map	brief
Foreign born	0	0.0	11.1%	map	brief
Male, Now married, except separated (population 15 years and over)	129	65.2	56.7%		brief
Female, Now married, except separated (population 15 years and over)	141	73.4	52.1%		brief
Speak a language other than English at home (population 5 years and over)	18	4.0	17.9%	map	brief

Economic Characteristics - show more >>

	Number	Percent	U.S.		
In labor force (population 16 years and over)	250	65.6	63.9%		brief
Mean travel time to work in minutes (workers 16 years and older)	29.3	(X)	25.5	map	brief
Median household income in 1999 (dollars)	40,278	(X)	41,994	map	
Median family income in 1999 (dollars)	45,313	(X)	50,046	map	
Per capita income in 1999 (dollars)	17,712	(X)	21,587	map	
Families below poverty level	4	2.7	9.2%	map	brief
Individuals below poverty level	24	4.8	12.4%	map	

Housing Characteristics - show more >>

Number Percent U.S.

http://factfinder.census.gov/servlet/SAFFacts?_event=&geo_id=86000US56594&_geoCon... 8/7/2010



DP-1. Profile of General Demographic Characteristics: 2000
Data Set: Census 2000 Summary File 1 (SF 1) 100-Percent Data
Geographic Area: 56594 5-Digit ZCTA

NOTE: For information on confidentiality protection, nonsampling error, definitions, and count corrections see <http://factfinder.census.gov/home/en/datanotes/expsf1u.htm>.

Subject	Number	Percent
Total population	494	100.0
SEX AND AGE		
Male	238	48.2
Female	256	51.8
Under 5 years	42	8.5
5 to 9 years	28	5.7
10 to 14 years	39	7.9
15 to 19 years	30	6.1
20 to 24 years	19	3.8
25 to 34 years	54	10.9
35 to 44 years	92	18.6
45 to 54 years	61	12.3
55 to 59 years	18	3.6
60 to 64 years	29	5.9
65 to 74 years	42	8.5
75 to 84 years	38	7.7
85 years and over	2	0.4
Median age (years)	39.3	(X)
18 years and over	367	74.3
Male	186	37.7
Female	181	36.6
21 years and over	352	71.3
62 years and over	100	20.2
65 years and over	82	16.6
Male	40	8.1
Female	42	8.5
RACE		
One race	488	98.8
White	482	97.6
Black or African American	0	0.0
American Indian and Alaska Native	0	0.0
Asian	3	0.6
Asian Indian	0	0.0
Chinese	0	0.0
Filipino	0	0.0
Japanese	0	0.0
Korean	3	0.6
Vietnamese	0	0.0
Other Asian ¹	0	0.0
Native Hawaiian and Other Pacific Islander	0	0.0
Native Hawaiian	0	0.0
Guamanian or Chamorro	0	0.0
Samoa	0	0.0
Other Pacific Islander ²	0	0.0
Some other race	3	0.6
Two or more races	6	1.2
Race alone or in combination with one or more other races ³		
White	488	98.8
Black or African American	0	0.0
American Indian and Alaska Native	2	0.4
Asian	3	0.6

http://factfinder.census.gov/servlet/QTTTable?_bm=y&-geo_id=86000US56594&-qr_name=... 8/7/2010

Subject	Number	Percent
Native Hawaiian and Other Pacific Islander	0	0.0
Some other race	7	1.4
HISPANIC OR LATINO AND RACE		
Total population	494	100.0
Hispanic or Latino (of any race)	8	1.6
Mexican	0	0.0
Puerto Rican	0	0.0
Cuban	0	0.0
Other Hispanic or Latino	8	1.6
Not Hispanic or Latino	486	98.4
White alone	481	97.4
RELATIONSHIP		
Total population	494	100.0
In households	494	100.0
Householder	192	38.9
Spouse	128	25.9
Child	148	30.0
Own child under 18 years	120	24.3
Other relatives	13	2.6
Under 18 years	4	0.8
Nonrelatives	13	2.6
Unmarried partner	8	1.6
In group quarters	0	0.0
Institutionalized population	0	0.0
Noninstitutionalized population	0	0.0
HOUSEHOLDS BY TYPE		
Total households	192	100.0
Family households (families)	149	77.6
With own children under 18 years	62	32.3
Married-couple family	128	66.7
With own children under 18 years	53	27.6
Female householder, no husband present	7	3.6
With own children under 18 years	4	2.1
Nonfamily households	43	22.4
Householder living alone	37	19.3
Householder 65 years and over	23	12.0
Households with individuals under 18 years	68	35.4
Households with individuals 65 years and over	57	29.7
Average household size	2.57	(X)
Average family size	2.94	(X)
HOUSING OCCUPANCY		
Total housing units	223	100.0
Occupied housing units	192	86.1
Vacant housing units	31	13.9
For seasonal, recreational, or occasional use	5	2.2
Homeowner vacancy rate (percent)	3.4	(X)
Rental vacancy rate (percent)	7.7	(X)
HOUSING TENURE		
Occupied housing units	192	100.0
Owner-occupied housing units	168	87.5
Renter-occupied housing units	24	12.5
Average household size of owner-occupied unit	2.67	(X)
Average household size of renter-occupied unit	1.88	(X)

(X) Not applicable

¹ Other Asian alone, or two or more Asian categories.² Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.³ In combination with one or more other races listed. The six numbers may add to more than the total population and the six percentages may add to more than 100 percent because individuals may report more than one race.

Source: U.S. Census Bureau, Census 2000 Summary File 1, Matrices P1, P3, P4, P8, P9, P12, P13, P,17, P18, P19, P20, P23, P27, P28, P33, PCT5, PCT8, PCT11, PCT15, H1, H3, H4, H5, H11, and H12.

Appendix 2

ELCA Data

ELCA Membership from 1988 to 2006

ELCA Research and Evaluation (2001 – 2007)

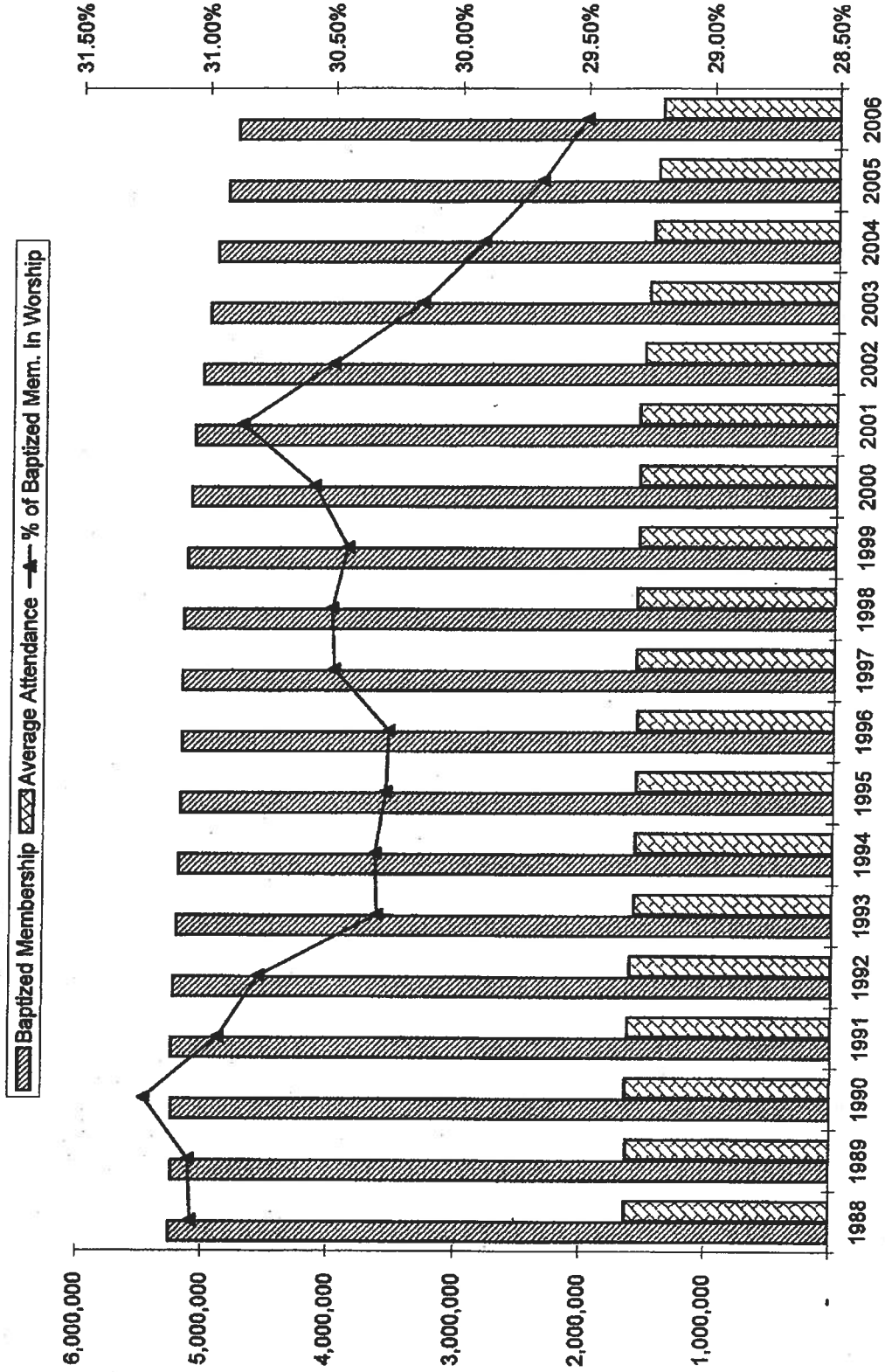
Change in Average Worship Attendance by Size 1990 to 2006

Change in Number of ELCA Congregations and Average Worship
Attendance by Community Context

Average Worship Attendance for ELCA Congregations With One, Two,
or Three Pastors

How Large is Your Congregation Compared With All ELCA
Congregations?

ELCA Membership from 1988 to 2006



Source: ELCA Yearbook Data from 1988 to 2006

Created by Research and Evaluation, a unit of the ELCA, on 21 August 2007

**Evangelical Lutheran Church in America
ELCA Research and Evaluation
Source: Congregational Report Forms***

Congregation Totals for ELCA

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>% Change 2001-07</u>
From 2001 to 2007								
Number of Congregations	10,761	10,721	10,657	10,585	10,549	10,470	10,448	-2.9%
Baptized Membership	5,095,197	5,038,006	4,984,925	4,930,429	4,850,776	4,774,203	4,709,956	-7.5%
Members Received By:								
a. Baptism: Children	77,512	73,494	71,705	71,150	67,652	66,166	62,721	-19.1%
b. Baptism: Adults	8,435	7,397	7,428	7,168	6,764	6,405	5,854	-30.6%
c. Affirmation of Faith	62,780	60,780	57,914	57,321	53,961	52,357	49,295	-21.5%
d. Transfer From:								
1. ELCA Congregations	78,364	70,343	66,622	64,429	62,575	57,493	52,501	-33.0%
2. Other Lutheran Congs.	17,331	15,710	16,169	15,290	13,943	13,617	11,896	-31.4%
3. Other Non-Lutheran Congs.	20,897	19,430	19,064	18,682	17,794	16,791	16,576	-20.7%
e. Other & Stat. Adjustment	22,554	25,898	20,862	21,775	21,251	19,965	19,056	-15.5%
Total Members Added	287,873	273,052	259,764	255,815	243,940	232,794	217,899	-24.3%
Members Removed By:								
a. Death	49,760	49,664	48,557	47,191	47,210	45,697	45,154	-9.3%
b. Transfer To:								
1. ELCA Congregations	55,620	51,431	48,226	46,394	43,527	40,733	38,267	-31.2%
2. Other Lutheran Congs.	12,297	11,143	11,337	10,706	9,902	9,520	8,673	-29.5%
3. Other Non-Lutheran Congs.	17,076	16,236	15,670	14,416	13,788	13,047	11,977	-29.9%
c. Other & Stat. Adjustment	184,049	186,162	181,022	192,825	208,436	202,246	183,958	0.0%
Total Members Removed	318,802	314,636	304,812	311,532	322,863	311,243	288,029	-9.7%
Total Membership Change	-30,929	-41,584	-45,048	-55,717	-78,923	-78,449	-70,130	126.7%
Baptized Youth Confirmed	57,246	55,218	53,705	52,560	50,564	47,658	45,239	-20.9%

*Because not all congregations respond each year, summing the change elements for one year's statistic will only approximate how totals change from one year to the next.

Evangelical Lutheran Church in America
ELCA Research and Evaluation
Source: Congregational Report Forms*

Congregation Totals for ELCA

	2001	2002	2003	2004	2005	2006	2007	% Change 2001-07
From 2001 to 2007								
Confirmed Members	3,791,986	3,757,723	3,724,321	3,685,987	3,636,948	3,580,402	3,533,956	-6.8%
Confirmed-Communing Members	2,757,188	2,710,187	2,663,246	2,621,862	2,579,669	2,562,360	2,496,723	-9.4%
Average Weekly Worship Attendance	1,573,163	1,537,043	1,503,426	1,474,767	1,439,747	1,408,682	1,362,120	-13.4%
Percent Attending Worship	30.8%	30.5%	30.1%	29.9%	29.6%	29.5%	28.9%	
Racial/Ethnic Composition of Baptized Members								
African American/Black	52,798	53,564	53,258	54,241	54,354	53,288	52,896	
American Indian/Alaska Native	7,151	7,273	7,265	6,780	7,095	7,007	6,866	
Arab/Middle Eastern (new in 2003)			1,381	1,638	1,779	1,944	2,136	
Asian/Pacific Islander	22,949	22,898	22,030	22,395	21,950	22,545	22,202	
Latino/Latina (All Races)	38,532	39,614	39,949	38,255	39,157	39,563	39,760	
Multi Racial (new in 2003)			5,692	11,036	12,261	13,613	15,417	
Other	10,288	15,151	13,019	12,440	11,096	10,802	11,397	
Total Members of Color/Language	131,718	138,500	142,594	146,785	147,692	148,762	150,674	14.3%
Percent of Total Baptized	2.5%	2.7%	2.8%	2.9%	3.0%	3.1%	3.2%	
Regular Giving Per Confirmed-Communing Member								
Regular Giving Per CC Member	\$602.65	\$619.95	\$654.14	\$686.26	\$715.82	\$745.17	\$782.55	29.8%
in 2001 Dollars	\$602.65	\$605.54	\$627.17	\$637.20	\$642.68	\$652.51	\$658.32	9.2%
Regular Giving by Members	\$1,661,631,526	\$1,680,187,672	\$1,742,143,203	\$1,799,281,419	\$1,846,578,404	\$1,909,390,439	\$1,953,805,792	17.5%
Regular Giving in 2001 Dollars	\$1,661,631,526	\$1,641,128,806	\$1,670,319,465	\$1,670,641,986	\$1,657,908,425	\$1,671,970,612	\$1,643,649,189	-1.0%
Designated Giving by Members	\$332,725,276	\$327,374,546	\$306,396,399	\$306,368,416	\$331,062,240	\$333,656,738	\$346,732,154	4.2%
Earned Income, Unrestricted	\$73,391,243	\$74,610,633	\$73,090,822	\$72,091,620	\$83,677,260	\$94,814,604	\$95,206,073	29.7%
Earned Income, Restricted	\$43,713,687	\$39,825,839	\$48,189,519	\$45,800,330	\$48,600,559	\$58,995,418	\$66,273,498	51.6%
Grants & Partnership Support	\$15,938,403	\$17,166,769	\$19,114,867	\$19,332,163	\$20,833,334	\$22,460,674	\$26,095,598	63.7%
Cash Borrowed	\$159,223,589	\$178,492,905	\$192,036,245	\$181,513,428	\$157,243,253	\$146,867,535	\$149,064,787	-6.3%
Other Receipts	\$166,729,879	\$175,658,561	\$173,538,359	\$175,971,614	\$188,906,538	\$181,882,928	\$178,752,727	7.2%
Total Receipts	\$2,453,353,603	\$2,493,316,925	\$2,554,509,414	\$2,600,358,990	\$2,676,901,588	\$2,748,068,336	\$2,815,930,629	14.7%

*Because not all congregations respond each year, summing the change elements for one year's statistic will only approximate how totals change from one year to the next.

Evangelical Lutheran Church in America
ELCA Research and Evaluation
Source: Congregational Report Forms*

Congregation Totals for ELCA

	2001	2002	2003	2004	2005	2006	2007	% Change 2001-07
From 2001 to 2007								
Current Operating Expenses	\$1,575,880,681	\$1,624,737,309	\$1,676,128,429	\$1,728,314,039	\$1,791,639,179	\$1,835,443,858	\$1,885,298,911	19.6%
Capital Improvements	\$292,096,806	\$313,498,318	\$293,770,870	\$286,019,766	\$257,340,213	\$258,729,032	\$259,231,686	-11.2%
Payments on Debt	\$193,730,662	\$196,319,921	\$216,284,565	\$209,100,304	\$208,057,901	\$222,884,155	\$229,695,096	18.5%
Mission Support	\$135,349,122	\$133,204,219	\$131,538,299	\$130,490,038	\$130,323,202	\$131,568,011	\$132,905,973	-1.8%
Misn Supt % of Total Expenses	5.6%	5.3%	5.2%	5.0%	5.0%	4.9%	4.8%	-13.3%
World Hunger Appeal	\$16,706,388	\$12,924,955	\$11,569,829	\$11,498,052	\$11,103,628	\$11,156,302	\$11,126,748	-33.4%
Disaster Response (new in 2003)			\$1,132,743	\$2,651,013	\$18,343,920	\$4,004,978	\$2,528,170	123.2%
Mission Partners	\$4,733,829	\$4,679,768	\$4,170,464	\$4,836,183	\$4,449,460	\$4,541,954	\$4,808,638	1.5%
Mission Founders (new in 2003)			\$292,091	\$247,560	\$281,257	\$339,967	\$191,904	-34.3%
Missionary Sponsorship	\$5,798,379	\$5,817,701	\$5,599,620	\$7,435,570	\$6,577,404	\$7,580,252	\$7,303,684	25.9%
Specific Mission Support	\$10,929,170	\$11,866,616	\$9,468,044	\$8,410,597	\$10,371,776	\$10,491,208	\$9,506,771	-13.0%
Vision for Mission Offering	\$330,994	\$321,544	\$314,764	\$330,398	\$432,940	\$338,024	\$451,823	36.5%
Synod-Related Special Benevs	\$18,088,233	\$15,958,905	\$16,918,758	\$18,336,749	\$17,244,535	\$18,730,876	\$18,984,526	4.9%
Local Community Benevolences	\$32,216,265	\$32,903,292	\$33,545,914	\$36,941,731	\$38,117,762	\$41,056,320	\$43,849,607	36.1%
Other Benevolences	\$15,644,122	\$16,198,597	\$17,366,378	\$17,042,171	\$19,541,552	\$20,600,973	\$22,913,611	46.4%
Other Expenses	\$104,353,288	\$104,218,327	\$98,926,903	\$106,359,635	\$90,973,276	\$96,581,300	\$96,551,880	-7.4%
Total Expenses	\$2,405,262,198	\$2,472,649,472	\$2,517,027,671	\$2,568,013,806	\$2,604,798,005	\$2,664,147,210	\$2,725,349,028	13.3%
Total ELCA Benevolences	\$191,936,115	\$184,773,708	\$181,004,612	\$184,236,160	\$199,128,122	\$188,751,572	\$187,808,237	-2.1%
Total Non-ELCA Benevolences	\$47,860,387	\$49,101,889	\$50,912,292	\$53,983,902	\$57,659,314	\$61,657,293	\$66,763,218	39.5%
Endowment & Memorial Funds	\$980,401,840	\$925,963,001	\$967,567,113	\$1,042,078,903	\$1,101,641,303	\$1,186,307,758	\$1,253,381,083	27.8%
Cash, Savings, Bonds etc.	\$696,211,917	\$693,282,057	\$706,763,911	\$750,644,548	\$769,870,723	\$974,800,069	\$907,224,666	30.3%
Other Assets	\$251,813,262	\$284,140,179	\$254,590,672	\$247,337,930	\$262,727,518	\$263,990,326	\$285,031,415	13.1%
Number of Congs. With Parsonage	3,940	3,734	3,594	3,488	3,361	3,223	3,115	-20.9%
Total Indebtedness	\$1,327,469,942	\$1,410,246,441	\$1,566,419,246	\$1,634,835,740	\$1,691,374,706	\$1,733,938,188	\$1,781,435,454	34.2%
Number of Bequests Received	5,293	6,074	5,420	8,409	4,444	4,171	2,991	
Value of Bequests	\$100,288,243	\$85,098,351	\$79,401,453	\$83,847,181	\$74,657,068	\$90,397,082	\$82,795,864	
Intended Mission Support	\$134,647,438	\$133,071,677	\$127,601,575	\$135,767,478	\$131,644,946	\$133,880,645	\$134,980,387	0.2%

*Because not all congregations respond each year, summing the change elements for one year's statistic will only approximate how totals change from one year to the next.

Change in Average Worship Attendance by Size 1990 to 2006

<u>Size/Type</u>	<u>1990</u>	<u>1995</u>	<u>2000</u>	<u>2006</u>	<u>Change</u>	<u>% Change</u>
Mission 0	113	80	109	82	-31	-27.4%
Small 1-50	1,957	2,198	2,269	2,677	720	36.8%
Pastoral 51-150	5,301	5,207	4,995	4,779	-522	-9.8%
Program 151-350	2,916	2,736	2,625	2,266	-650	-22.3%
Corporate 351-800	717	645	691	555	-162	-22.6%
<u>Mega 801 or more</u>	<u>65</u>	<u>74</u>	<u>81</u>	<u>83</u>	<u>18</u>	<u>27.7%</u>
Total	11,069	10,940	10,770	10,442	-627	-5.7%

Source: Annual Congregational Report Forms. Prepared by ELCA Research and Evaluation.

1/24/2008

2004 to 2007 Change in Number of ELCA Congregations and Average Worship Attendance by Community Context

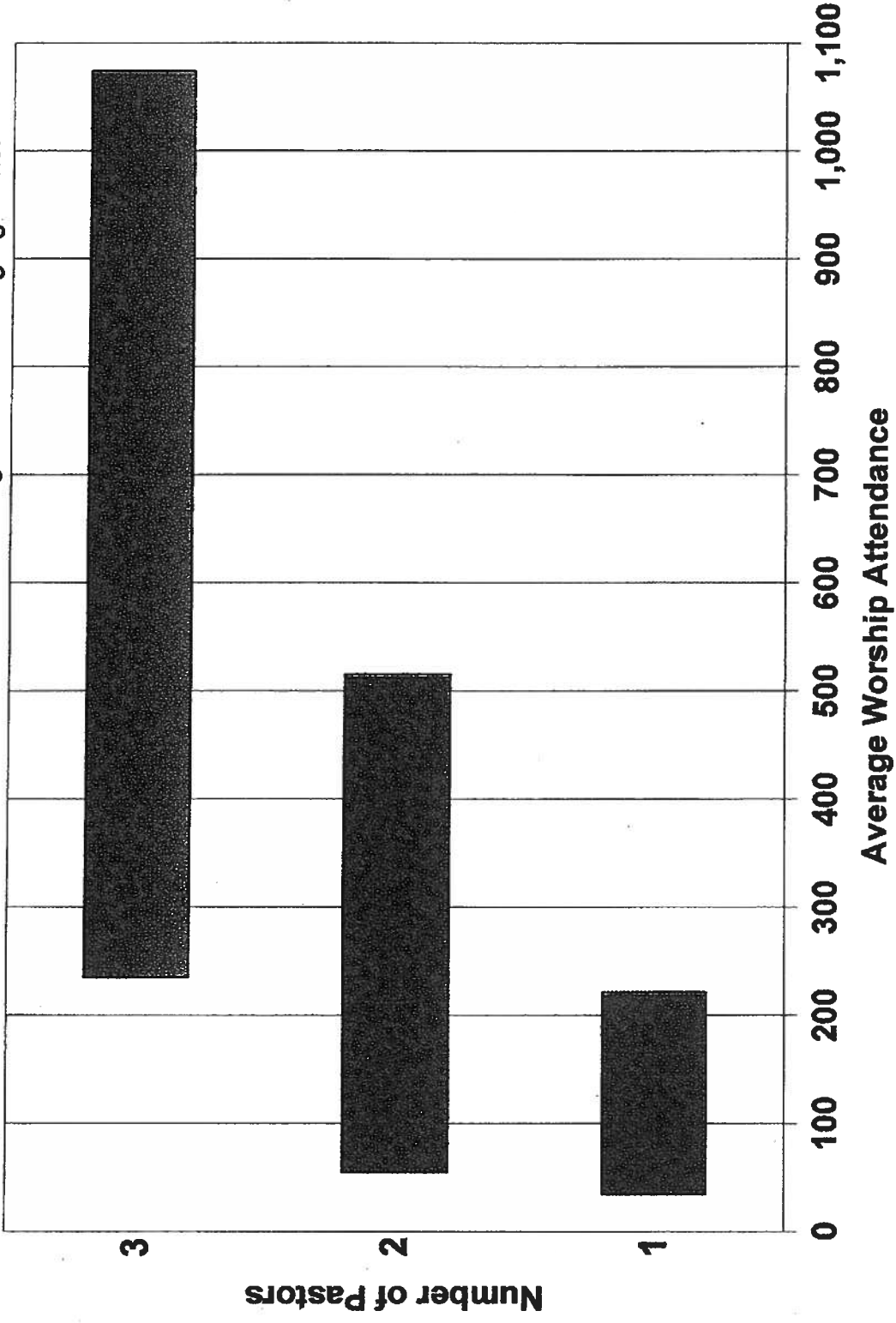
	<u>2004</u>	<u>2007</u>	<u>Change</u>	<u>% Change</u>	<u>Community Context</u>
Number of Congregations	306	352	46	15.0%	Unknown - Generally New Congregations
Average Worship Attendance	20,221	23,100	2,879	14.2%	
Number of Congregations	2,416	2,376	-40	-1.7%	Rural Farming
Average Worship Attendance	164,915	152,320	-12,595	-7.6%	
Number of Congregations	621	616	-5	-0.8%	Rural Non-Farming
Average Worship Attendance	52,675	49,593	-3,082	-5.9%	
Number of Congregations	2,049	2,023	-26	-1.3%	Small Town < 10,000
Average Worship Attendance	255,424	235,414	-20,010	-7.8%	
Number of Congregations	1,360	1,344	-16	-1.2%	Small City 10,000 to 49,999
Average Worship Attendance	244,763	226,870	-17,893	-7.3%	
Number of Congregations	1,146	1,119	-27	-2.4%	Medium City 50,000 to 249,999
Average Worship Attendance	223,497	204,338	-19,159	-8.6%	
Number of Congregations	381	375	-6	-1.6%	Suburb of Medium City
Average Worship Attendance	66,779	63,935	-2,844	-4.3%	
Number of Congregations	939	897	-42	-4.5%	Large City 250,000 or More
Average Worship Attendance	138,948	127,405	-11,543	-8.3%	
Number of Congregations	826	809	-17	-2.1%	Large City Suburb Within 10 Miles
Average Worship Attendance	180,230	162,143	-18,087	-10.0%	
Number of Congregations	501	490	-11	-2.2%	Large City Suburb Beyond 10 Miles
Average Worship Attendance	120,778	110,905	-9,873	-8.2%	
Number of Congregations	10,545	10,401	-144	-1.4%	All ELCA Congregations
Average Worship Attendance	1,468,230	1,356,023	-112,207	-7.6%	

Source: ELCA Congregational Report Forms. Prepared by ELCA Research and Evaluation.

2/12/2009

Average Worship Attendance for ELCA Congregations With One, Two or Three Pastors

The bars do not include the smallest 10% and largest 10% of congregations.



Source: ELCA congregational database. Prepared by ELCA Research and Evaluation.

How Large is Your Congregation Compared With All ELCA Congregations?

<u>Size in Average Attendance</u>	<u>Number of Congs</u>	<u>Percent of Congs</u>	<u>Percentile</u>
1001+	44	0.4%	100.0%
751 to 1000	49	0.5%	99.6%
501 to 750	182	1.8%	99.1%
351 to 500	364	3.5%	97.3%
251 to 350	620	6.0%	93.8%
201 to 250	661	6.4%	87.8%
151 to 200	984	9.5%	81.5%
101 to 150	1,686	16.3%	72.0%
76 to 100	1,346	13.0%	55.7%
51 to 75	1,749	16.9%	42.7%
36 to 50	1,177	11.4%	25.8%
21 to 35	995	9.6%	14.5%
<u>1 to 20</u>	<u>503</u>	<u>4.9%</u>	<u>4.9%</u>
Total	10,360	100.0%	

Source: Annual Congregational Report Forms. Prepared by ELCA Research and Evaluation.

Appendix 3

NW Minnesota Synod

Congregational Totals for Northwestern Minnesota Synod (2002 –
2008)

Detailed Description of Projected Population Change and Average
Attendance Change for Northwestern Minnesota Synod

Northwestern Minnesota Synod Select Congregational Statistics
(2003 – 2008)

Evangelical Lutheran Church in America
ELCA Research and Evaluation
Source: Congregational Report Forms

Congregation Totals for Northwestern Minnesota Synod 3D

<u>From 2002 to 2008</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>% Change 2002-08</u>
Number of Congregations	278	277	274	274	271	271	268	-3.6%
Baptized Membership	110,343	110,052	110,091	109,316	108,158	107,082	106,552	-3.4%
Members Received By:								
a. Baptism: Children	1,361	1,446	1,544	1,531	1,511	1,489	1,461	
b. Baptism: Adults	72	66	84	47	94	69	47	
c. Affirmation of Faith	415	524	542	589	531	457	441	
d. Transfer From:								
1. ELCA Congregations	1,920	1,801	1,763	1,995	1,727	1,863	1,661	
2. Other Lutheran Congs.	412	406	450	380	261	291	252	
3. Other Non-Lutheran Congs.	289	291	314	232	281	244	176	
e. Other & Stat. Adjustment	730	437	333	323	383	526	904	
Total Members Added	5,199	4,971	5,030	5,097	4,788	4,939	4,942	
Members Removed By:								
a. Death	1,345	1,293	1,204	1,229	1,141	1,213	1,210	
b. Transfer To:								
1. ELCA Congregations	1,412	1,195	1,127	1,262	1,083	1,169	1,020	
2. Other Lutheran Congs.	146	204	204	219	218	187	196	
3. Other Non-Lutheran Congs.	89	114	139	135	160	123	126	
c. Other & Stat. Adjustment	2,849	2,491	2,259	2,812	3,287	3,218	2,564	
Total Members Removed	5,841	5,297	4,933	5,657	5,889	5,910	5,116	
Total Membership Change	-642	-326	97	-560	-1,101	-971	-174	
Baptized Youth Confirmed	1,409	1,404	1,300	1,374	1,293	1,149	1,075	-23.7%
Confirmed Members	85,329	84,913	84,674	84,126	83,225	82,254	81,344	-4.6%
Confirmed-Communing Members	57,241	57,539	56,947	55,825	56,877	54,642	53,097	-7.2%
Average Weekly Worship Attendance	29,468	29,080	28,740	28,388	28,117	27,169	26,649	-9.5%
Percent Attending Worship	26.7%	26.4%	26.1%	25.9%	26.0%	25.3%	25.0%	
Racial/Ethnic Composition of Baptized Members								
African American/Black	123	101	91	83	93	90	111	
American Indian/Alaska Native	253	255	265	331	303	322	317	
Arab/Middle Eastern (new in 2003)		6	21	14	10	9	9	
Asian/Pacific Islander	235	215	197	216	206	189	187	
Latino/Latina (All Races)	96	95	86	96	100	104	113	
Multi Racial (new in 2003)		28	87	113	134	158	181	
Other	<u>135</u>	<u>66</u>	<u>21</u>	<u>43</u>	<u>28</u>	<u>16</u>	<u>15</u>	
Total Members of Color/Language	842	766	768	896	874	888	933	10.8%
Percent of Total Baptized	0.7%	0.7%	0.7%	0.8%	0.8%	0.8%	0.8%	

Evangelical Lutheran Church in America
ELCA Research and Evaluation
Source: Congregational Report Forms

Congregation Totals for Northwestern Minnesota Synod 3D

<u>From 2002 to 2008</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>% Change 2002-08</u>
Regular Giving Per Confirmed- Communing Member	\$462.55	\$476.31	\$487.49	\$503.05	\$539.11	\$550.43	\$573.79	24.0%
Regular Giving Per CC Member in 2002 Dollars	\$462.55	\$467.52	\$463.39	\$462.40	\$483.29	\$474.06	\$493.75	6.7%
Regular Giving by Members	\$26,476,768	\$27,406,254	\$27,760,858	\$28,082,656	\$30,662,883	\$30,076,400	\$30,466,447	15.0%
Designated Giving by Members	\$4,087,310	\$3,686,154	\$4,277,075	\$4,814,874	\$4,336,094	\$4,886,992	\$4,933,607	20.7%
Earned Income, Unrestricted	\$459,264	\$453,223	\$438,105	\$444,736	\$687,983	\$889,403	\$903,611	96.7%
Earned Income, Restricted	\$239,686	\$308,007	\$234,045	\$315,045	\$395,529	\$810,831	\$527,391	120.0%
Grants & Partnership Support	\$75,139	\$214,338	\$439,051	\$266,905	\$254,329	\$352,138	\$523,831	597.1%
Cash Borrowed	\$1,310,375	\$618,087	\$925,157	\$2,136,518	\$2,076,323	\$2,180,906	\$2,253,107	71.9%
Other Receipts	\$1,739,802	\$2,954,966	\$2,641,355	\$1,765,510	\$2,177,429	\$1,871,258	\$2,151,217	23.6%
Total Receipts	\$34,388,344	\$35,641,029	\$36,715,646	\$37,826,244	\$40,590,570	\$41,067,928	\$41,759,211	21.4%
Current Operating Expenses	\$24,474,358	\$25,503,021	\$25,804,377	\$26,808,251	\$27,217,503	\$28,535,675	\$28,811,707	17.7%
Capital Improvements	\$4,213,188	\$2,568,453	\$3,613,668	\$3,326,553	\$2,701,528	\$2,399,544	\$2,335,623	-44.5%
Payments on Debt	\$1,807,333	\$2,139,414	\$2,484,032	\$2,239,305	\$2,137,448	\$1,991,650	\$2,292,106	26.8%
Mission Support	\$1,801,689	\$1,822,122	\$1,711,631	\$1,786,012	\$1,814,238	\$1,717,627	\$1,773,497	-1.5%
Mision Supt % of Total Expenses	5.2%	5.2%	4.6%	4.8%	4.9%	4.5%	4.6%	
World Hunger Appeal	\$235,353	\$186,006	\$218,615	\$157,370	\$139,391	\$155,807	\$140,803	-40.1%
Disaster Response (new in 2003)		\$23,695	\$36,737	\$195,035	\$61,833	\$30,420	\$38,025	
Mission Partners	\$89,461	\$65,042	\$82,793	\$64,393	\$101,107	\$90,454	\$74,866	-16.3%
Mission Founders (new in 2003)		\$750	\$1,955	\$3,958	\$8,749	\$2,409	\$1,309	
Missionary Sponsorship	\$182,524	\$178,197	\$212,939	\$170,650	\$174,432	\$170,600	\$160,116	-12.2%
Specific Mission Support	\$161,772	\$202,800	\$131,616	\$130,943	\$145,620	\$158,170	\$137,442	-15.0%
Vision for Mission Offering	\$3,275	\$3,616	\$4,844	\$4,013	\$3,017	\$5,975	\$3,237	-1.1%
Synod-Related Special Benevolence	\$355,237	\$402,200	\$317,824	\$367,918	\$390,914	\$357,064	\$358,143	0.8%
Local Community Benevolences	\$409,722	\$427,066	\$412,608	\$437,643	\$419,524	\$466,037	\$499,989	22.0%
Other Benevolences	\$182,058	\$206,786	\$222,752	\$278,044	\$219,093	\$293,887	\$228,420	25.4%
Other Expenses	\$610,779	\$1,334,660	\$1,271,127	\$1,145,431	\$1,219,894	\$1,564,506	\$959,615	57.1%
Total Expenses	\$34,526,749	\$35,063,828	\$36,527,518	\$37,115,519	\$36,754,291	\$37,939,825	\$37,814,898	9.5%
Total ELCA Benevolences	\$2,829,311	\$2,884,428	\$2,718,954	\$2,880,292	\$2,839,301	\$2,688,526	\$2,687,438	-5.0%
Total Non-ELCA Benevolences	\$591,780	\$633,852	\$635,360	\$715,687	\$638,617	\$759,924	\$728,409	23.0%
Endowment & Memorial Funds	\$9,996,464	\$12,601,642	\$11,973,074	\$12,126,047	\$11,765,741	\$13,570,495	\$13,632,536	36.3%
Cash, Savings, Bonds etc.	\$8,553,001	\$7,997,031	\$8,890,555	\$10,310,577	\$9,746,651	\$10,217,704	\$10,767,135	25.8%
Other Assets	\$3,107,215	\$3,455,326	\$2,958,788	\$2,855,654	\$2,902,091	\$2,274,578	\$3,010,262	-3.1%
Number of Congs. With Parsonage	121	106	108	98	91	89	84	-30.5%
Total Indebtedness	\$12,729,681	\$14,397,228	\$12,996,071	\$15,401,607	\$10,472,913	\$28,105,248	\$17,930,303	40.8%
Number of Bequests Received	77	189	77	91	43	43	101	
Value of Bequests	\$1,028,300	\$803,068	\$503,094	\$597,260	\$1,230,712	\$1,543,303	\$272,750	
Intended Mission Support	\$1,926,291	\$1,809,336	\$1,901,422	\$1,784,555	\$1,860,277	\$1,998,893	\$1,980,616	2.8%

**Detailed Description of Projected Population Change and Average Attendance Change for
Northwestern Minnesota Synod**

4/21/2009

	Average Attendance			ZIP Code Population		
	2002	2007	%Chg.	2007	2012	%Chg.
Moorhead						
Our Savior - Barnesville, MN 56514	207	211	1.9%	3,531	3,589	1.6%
Winchester - Borup, MN 56519	18	18	0.0%	209	207	-0.9%
Comstock - Comstock, MN 56525	89	72	-19.1% *	114	113	-0.8%
Dilworth - Dilworth, MN 56529	248	225	-9.2%	3,753	4,119	9.7%
Gloria Dei - Felton, MN 56536	55	34	-38.1%	362	345	-4.7%
Scandia - Glyndon, MN 56547	20	21	5.0%	2,579	2,622	1.6%
Glyndon - Glyndon, MN 56547	150	150	0.0%	2,579	2,622	1.6%
Concordia - Glyndon, MN 56547	35	35	0.0% *	2,579	2,622	1.6%
Bethesda - Moorhead, MN 56560	217	150	-30.8%	34,323	35,411	3.1%
Christ the King - Moorhead, MN 56560	472	550	16.5%	34,323	35,411	3.1%
Lutheran Church of the Good Shepherd - Moorhead, MN 56560	512	480	-6.2%	34,323	35,411	3.1%
North Buffalo - Moorhead, MN 56560	86	88	2.3% *	34,323	35,411	3.1%
Our Savior's - Moorhead, MN 56560	530	431	-18.6%	34,323	35,411	3.1%
Trinity - Moorhead, MN 56560	920	842	-8.4%	34,323	35,411	3.1%
Hoff - Rustad, MN 56525	80	45	-43.7% *	114	113	-0.8%
Faith - Wolverton, MN 56594	100	68	-32.0%	753	708	-5.9%

	Average Attendance			ZIP Code Population		
	2002	2007	%Chg.	2007	2012	%Chg.
White Earth						
First - Audubon, MN 56511	71	47	-33.8%	1,653	1,725	4.3%
St Peter's - Audubon, MN 56511	109	115	5.5%	1,653	1,725	4.3%
Augustana - Detroit Lakes, MN 56501	48	47	-2.0% *	16,802	17,512	4.2%
Lund - Detroit Lakes, MN 56501	57	52	-8.7%	16,802	17,512	4.2%
Trinity - Detroit Lakes, MN 56501	380	340	-10.5%	16,802	17,512	4.2%
Bakke - Detroit Lakes, MN 56501	77	65	-15.5%	16,802	17,512	4.2%
First - Detroit Lakes, MN 56501	560	519	-7.3%	16,802	17,512	4.2%
Grace - Detroit Lakes, MN 56501	153	128	-16.3%	16,802	17,512	4.2%
Richwood - Detroit Lakes, MN 56501	45	34	-24.4%	16,802	17,512	4.2%
Eksjo - Lake Park, MN 56554	111	108	-2.7%	3,322	3,547	6.7%
Strandvik - Lake Park, MN 56554	19	20	5.2%	3,322	3,547	6.7%
Cormorant - Lake Park, MN 56554	288	258	-10.4%	3,322	3,547	6.7%
Houglum - Lake Park, MN 56554	35	12	-65.7%	3,322	3,547	6.7%
Lake Park - Lake Park, MN 56554	125	105	-16.0%	3,322	3,547	6.7%
Nee-Gon-Nee - Mahnomen, MN 56557	26	14	-46.1%	2,676	2,577	-3.7%
First - Mahnomen, MN 56557	133	102	-23.3%	2,676	2,577	-3.7%
Immanuel - Osage, MN 56570	68	51	-25.0%	1,179	1,281	8.6%
Lake Grove - Waubun, MN 56589	32	46	43.7%	1,179	1,162	-1.4%
Trinity - Waubun, MN 56589	50	40	-20.0%	1,179	1,162	-1.4%

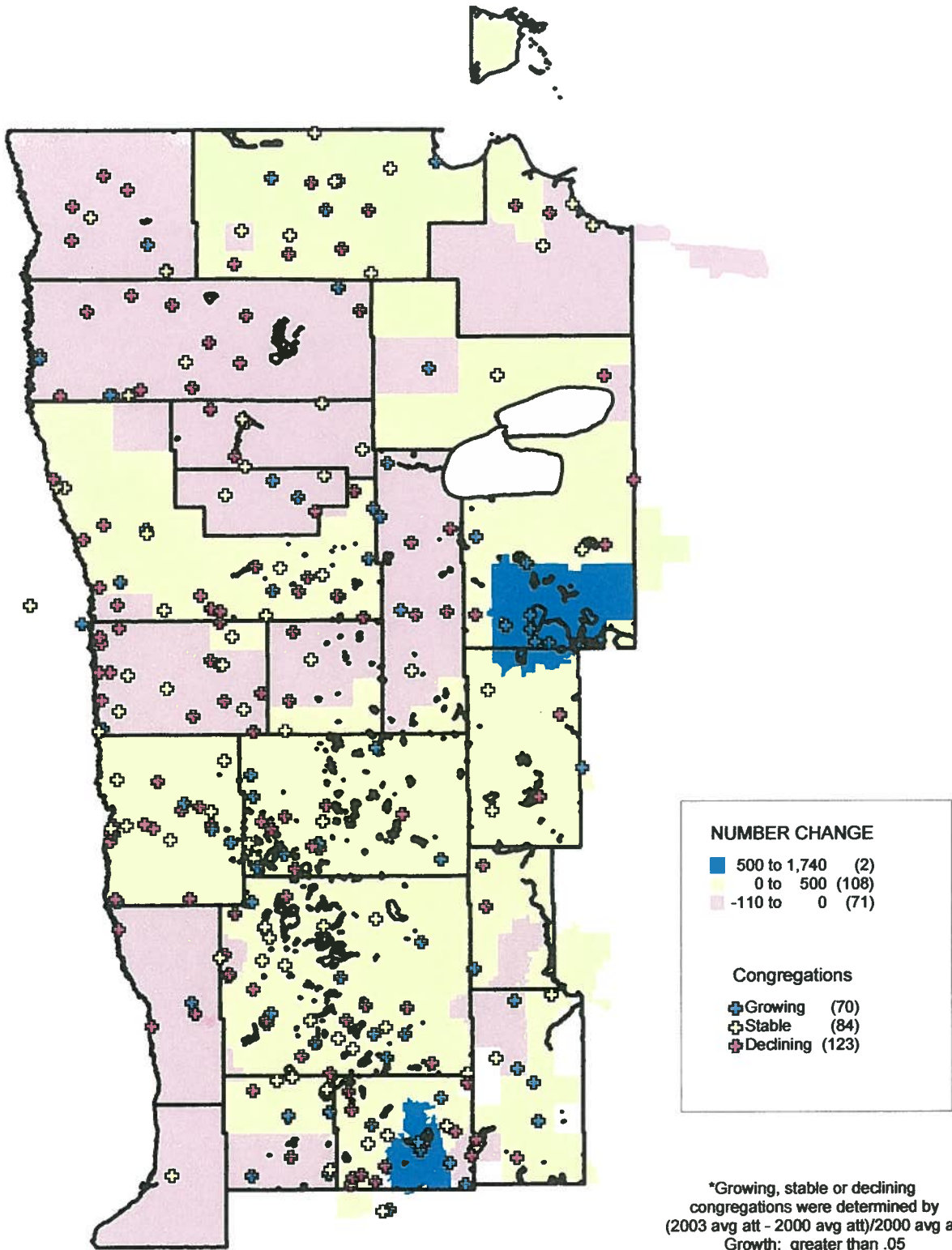
	Average Attendance			ZIP Code Population		
	2002	2007	%Chg.	2007	2012	%Chg.
Otter Tail						
Eagle Lake - Battle Lake, MN 56515	110	131	19.0%	2,877	2,919	1.4%
Zion Lutheran Church of Amor - Battle Lake, MN 56515	242	150	-38.0%	2,877	2,919	1.4%
First - Battle Lake, MN 56515	176	215	22.1%	2,877	2,919	1.4%
Trefoldighed - Battle Lake, MN 56515	42	40	-4.7% *	2,877	2,919	1.4%
Bethel - Battle Lake, MN 56515	46	31	-32.6%	2,877	2,919	1.4%
Breckenridge - Breckenridge, MN 56520	210	174	-17.1%	4,214	3,947	-6.3%
Hedemarken - Carlisle, MN 56579	38	30	-21.0%	956	927	-3.0%
Our Savior - Dalton, MN 56324	96	67	-30.2%	1,081	1,085	0.3%
Rock Prairie - Elbow Lake, MN 56531	45	25	-44.4%	2,080	2,036	-2.1%
Augustana - Elizabeth, MN 56533	36	40	11.1%	401	405	1.0%

*2007 data was not provided by this congregation.

Source: Annual Congregational Reports and Claritas, Inc. Prepared by ELCA Research and Evaluation

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**Projected Change in Population from 2003 to 2008
by ZIP Code and
Change in Average Attendance from 2000 to 2003
for the Northwestern Minnesota Synod**



— County boundary

*Growing, stable or declining congregations were determined by $(2003 \text{ avg att} - 2000 \text{ avg att}) / 2000 \text{ avg att}$
 Growth: greater than .05
 Declining: less than -.05
 Stable: at or between .05 and -.05

Prepared by ELCA Department for Research and Evaluation, 04/05
 Sources: U.S. Census, Claritas, Inc.

Northwestern Minnesota Synod
Select Congregational Statistics

Cong ID	Size*	Congregation	03-08 %								Status**
			AvgAtt03	AvgAtt04	AvgAtt05	AvgAtt06	AvgAtt07	AvgAtt08	Change		
05324	Small	Immanuel - Warren, MN 56762	25	20	20	20	25	25	0.0%	Stable	
11426	Small	Melo - Warren, MN 56762	12	14	14	20	20	20	66.6%	Growing	
11693	Small	Bethlehem - Waskish, MN 56685	18	17	16	16	16	16	-11.1%	Declining	
11694	Small	Lake Grove - Waubun, MN 56589	30	18	18	32	46	46	53.3%	Growing	
11695	Small	Trinity - Waubun, MN 56589	50	78	50	50	40	43	-14.0%	Declining	
11697	Small	Trinity - Wendell, MN 56590	40	40	40	40	40	40	0.0%	Stable	
11460	Small	Grue - Buxton, ND 58218	20	20	20	20	18	18	-10.0%	Declining	
11476	Small	Salem - Cummings, ND 58223	20	20	20	20	18	18	-10.0%	Declining	
11421	Pastoral	First - Akeley, MN 56433	63	76	78	81	81	81	28.5%	Growing	
11422	Pastoral	New Hope - Alvarado, MN 56710	75	65	70	76	70	70	-6.6%	Declining	
30226	Pastoral	Peace - Ashby, MN 56309	116	120	118	111	117	103	-11.2%	Declining	
11430	Pastoral	St Peter's - Audubon, MN 56511	114	115	118	121	115	116	1.7%	Stable	
05430	Pastoral	Peace - Barrett, MN 56311	102	92	96	96	89	89	-12.7%	Declining	
05331	Pastoral	Eagle Lake - Battle Lake, MN 56515	113	112	122	127	131	129	14.1%	Growing	
11444	Pastoral	Wabanica - Baudette, MN 56623	86	85	81	80	76	78	-9.3%	Declining	
11449	Pastoral	Aardahl - Bemidji, MN 56601	60	55	55	55	70	72	20.0%	Growing	
11453	Pastoral	Zion - Blackduck, MN 56630	106	97	102	101	101	101	-4.7%	Stable	
12007	Pastoral	Grace - Brandon, MN 56315	117	115	116	115	116	111	-5.1%	Declining	
12008	Pastoral	West Moe - Brandon, MN 56315	65	65	51	51	51	51	-21.5%	Declining	
11459	Pastoral	Breckenridge - Breckenridge, MN 56520	240	215	142	172	174	144	-40.0%	Declining	
12017	Pastoral	Zion - Browerville, MN 56438	122	130	120	121	110	113	-7.3%	Declining	
30332	Pastoral	Shepherd of the Valley - Clarissa, MN 56440	84	76	81	75	78	75	-10.7%	Declining	
11465	Pastoral	Good Shepherd - Clearbrook, MN 56634	147	125	120	127	121	120	-18.3%	Declining	
11468	Pastoral	Sand Hill - Climax, MN 56523	64	62	62	55	57	57	-10.9%	Declining	
11686	Pastoral	Nidaros - Clitherall, MN 56524	68	68	68	85	75	78	14.7%	Growing	
11470	Pastoral	Comstock - Comstock, MN 56525	86	67	67	72	72	72	-16.2%	Declining	
11478	Pastoral	Our Savior - Dalton, MN 56324	84	75	85	69	67	67	-20.2%	Declining	
11481	Pastoral	Bakke - Detroit Lakes, MN 56501	70	61	62	72	65	62	-11.4%	Declining	
11483	Pastoral	Grace - Detroit Lakes, MN 56501	158	95	76	117	128	128	-18.9%	Declining	
12047	Pastoral	Faith - Eagle Bend, MN 56446	73	74	76	67	62	62	-15.0%	Declining	
05299	Pastoral	Bethany - East Grand Forks, MN 56721	75	75	86	88	84	77	2.6%	Stable	
07549	Pastoral	Family of God - East Grand Forks, MN 56721	60	62	58	58	58	58	-3.3%	Stable	
30520	Pastoral	Bethlehem/West Elbow Lake - Elbow Lake, MN 56531	61	54	54	59	56	59	-3.2%	Stable	
11499	Pastoral	Grace - Erskine, MN 56535	105	102	99	134	123	126	20.0%	Growing	
12056	Pastoral	Faith - Evansville, MN 56326	147	155	150	156	147	144	-2.0%	Stable	
11504	Pastoral	Aastad - Fergus Falls, MN 56537	65	65	75	60	60	60	-7.6%	Declining	
20137	Pastoral	Hope - Fergus Falls, MN 56537	141	149	145	145	147	144	2.1%	Stable	
11508	Pastoral	Zion - Fergus Falls, MN 56537	125	123	132	132	132	85	-32.0%	Declining	
11510	Pastoral	Faerberg - Fertile, MN 56540	62	57	63	65	57	58	-6.4%	Declining	

8/12/2009

Source: Annual Congregational Report Forms. Prepared by ELCA Research and Evaluation

Northwestern Minnesota Synod
Select Congregational Statistics

Cong ID	Size*	Congregation	AvgAtt03	AvgAtt04	AvgAtt05	AvgAtt06	AvgAtt07	AvgAtt08	Change	03-08 %	Status**
11516	Pastoral	Fisher - Fisher, MN 56723	100	105	90	95	80	80	-20.0%		Declining
11520	Pastoral	King - Fosston, MN 56542	140	135	137	144	129	130	-7.1%		Declining
11522	Pastoral	Foxhome - Foxhome, MN 56543	62	62	62	62	67	75	20.9%		Growing
11530	Pastoral	Glyndon - Glyndon, MN 56547	130	130	120	150	150	130	0.0%		Stable
11535	Pastoral	Samhold - Gonvick, MN 56644	73	67	75	71	62	60	-17.8%		Declining
11532	Pastoral	Faith - Goodridge, MN 56725	73	64	70	63	62	63	-13.7%		Declining
11538	Pastoral	Bethel - Greenbush, MN 56726	127	113	107	105	100	105	-17.3%		Declining
11539	Pastoral	Grace - Grygla, MN 56727	94	86	87	87	85	77	-18.0%		Declining
05304	Pastoral	Red River - Hallock, MN 56728	64	68	65	65	60	53	-17.1%		Declining
11547	Pastoral	Halstad - Halstad, MN 56548	90	85	90	73	77	75	-16.6%		Declining
11552	Pastoral	Lysne - Hawley, MN 56549	60	58	60	60	60	60	0.0%		Stable
11554	Pastoral	Rollag - Hawley, MN 56549	80	83	81	85	94	108	35.0%		Growing
11555	Pastoral	Solem - Hawley, MN 56549	75	70	65	65	67	67	-10.6%		Declining
11557	Pastoral	Immanuel - Hendrum, MN 56550	78	70	65	64	64	65	-16.6%		Declining
11558	Pastoral	Good Shepherd - Hemming, MN 56551	164	153	146	147	145	132	-19.5%		Declining
05349	Pastoral	Bethel - Herman, MN 56248	85	89	90	81	87	89	4.7%		Stable
11560	Pastoral	Salem - Hitterdal, MN 56552	90	90	95	95	105	100	11.1%		Growing
11994	Pastoral	Lincoln - Hoffman, MN 56339	61	60	60	60	60	60	-1.6%		Stable
05351	Pastoral	Trinity - Holmes City, MN 56341	54	54	54	54	60	60	11.1%		Growing
11565	Pastoral	First - Karlstad, MN 56732	108	103	100	100	86	84	-22.2%		Declining
05308	Pastoral	Maria - Kennedy, MN 56733	81	70	67	67	56	55	-32.1%		Declining
05353	Pastoral	First - Kensington, MN 56343	72	69	58	58	57	61	-15.2%		Declining
12107	Pastoral	Nora - Kensington, MN 56343	45	56	61	58	57	67	48.8%		Growing
05354	Pastoral	Eksjo - Lake Park, MN 56554	115	115	121	110	108	103	-10.4%		Declining
11571	Pastoral	Lake Park - Lake Park, MN 56554	110	110	118	104	105	105	-4.5%		Stable
05310	Pastoral	Sion - Lancaster, MN 56735	102	97	97	97	89	91	-10.7%		Declining
11572	Pastoral	Trinity - Laporte, MN 56461	78	75	71	73	73	69	-11.5%		Declining
12127	Pastoral	St Paul - Lowry, MN 56349	94	95	95	98	95	92	-2.1%		Stable
11579	Pastoral	First - Mahmomen, MN 56557	130	127	108	104	102	95	-26.9%		Declining
11580	Pastoral	Our Savior - McIntosh, MN 56556	71	76	76	75	75	75	5.6%		Growing
11583	Pastoral	First English - Menahga, MN 56464	110	106	108	115	106	90	-18.1%		Declining
11584	Pastoral	Faith - Mentor, MN 56736	66	65	61	76	75	74	12.1%		Growing
11587	Pastoral	First - Middle River, MN 56737	101	90	90	90	90	90	-10.8%		Declining
05360	Pastoral	Faith - Miltona, MN 56354	63	64	63	65	60	60	-4.7%		Stable
05361	Pastoral	Bethesda - Moorhead, MN 56560	214	214	185	176	150	146	-31.7%		Declining
11592	Pastoral	North Buffalo - Moorhead, MN 56560	89	88	88	88	88	88	-1.1%		Stable
05362	Pastoral	St Peter Evangelical - New York Mills, MN 56567	142	134	126	131	108	102	-28.1%		Declining
11598	Pastoral	Bethlehem - Newfolden, MN 56738	83	84	81	80	84	80	-3.6%		Stable
11561	Pastoral	Nazareth - Newfolden, MN 56738	53	59	50	50	85	85	60.3%		Growing
11605	Pastoral	Zion - Oklee, MN 56742	60	65	75	75	70	65	8.3%		Growing

8/12/2009

Source: Annual Congregational Report Forms. Prepared by ELCA Research and Evaluation

Northwestern Minnesota Synod
Select Congregational Statistics

Cong ID	Size*	Congregation	03-08 %										Status**
			AvgAtt03	AvgAtt04	AvgAtt05	AvgAtt06	AvgAtt07	AvgAtt08	Change				
11611	Pastoral	Zion - Oslo, MN 56744	61	61	61	61	61	61	61	61	61	0.0%	Stable
05364	Pastoral	Esther - Parkers Prairie, MN 56354	52	50	45	48	59	64	64	64	64	23.0%	Growing
05365	Pastoral	First Evangelical - Parkers Prairie, MN 56361	121	122	112	113	107	103	103	103	103	-14.8%	Declining
05366	Pastoral	Central - Pelican Rapids, MN 56572	78	72	71	72	77	77	77	77	77	-1.2%	Stable
05367	Pastoral	Faith - Pelican Rapids, MN 56572	133	135	109	120	120	120	120	120	120	-9.7%	Declining
11615	Pastoral	Grove Lake - Pelican Rapids, MN 56572	109	135	135	98	101	101	101	101	101	-7.3%	Declining
11616	Pastoral	Maplewood - Pelican Rapids, MN 56528	66	69	67	68	68	68	68	68	68	3.0%	Stable
11617	Pastoral	North Immanuel - Pelican Rapids, MN 56572	80	73	80	70	62	62	62	62	62	-22.5%	Declining
11630	Pastoral	Immanuel - Plummer, MN 56748	90	90	85	85	85	85	85	85	85	-5.5%	Declining
11634	Pastoral	Bethany - Red Lake Falls, MN 56750	100	120	110	100	90	75	75	75	75	-25.0%	Declining
05314	Pastoral	Mount Carmel - Roosevelt, MN 56686	65	65	65	65	67	67	67	67	67	3.0%	Stable
30774	Pastoral	New Life - Rothsay, MN 56579	0	0	0	0	0	0	0	0	0	0.0%	Growing
07430	Pastoral	Our Saviour - Sebeka, MN 56477	135	127	126	131	131	131	131	131	131	-2.9%	Stable
11658	Pastoral	First - Stephen, MN 56757	120	128	89	110	105	105	105	105	105	-12.5%	Declining
05327	Pastoral	New Salem - Turtle River, MN 56601	74	86	93	88	99	108	108	108	108	45.9%	Growing
11675	Pastoral	Zion - Twin Valley, MN 56584	127	119	110	110	102	102	102	102	102	-19.6%	Declining
11678	Pastoral	Bethlehem - Ulen, MN 56585	147	129	132	140	145	145	145	145	145	-1.3%	Stable
11687	Pastoral	Vining - Vining, MN 56588	106	98	100	109	109	109	109	109	109	-12.2%	Declining
11691	Pastoral	Riverside - Wannaska, MN 56761	72	72	75	79	79	79	79	79	79	-1.3%	Stable
11692	Pastoral	Our Savior - Warren, MN 56762	140	123	125	150	101	86	86	86	86	-38.5%	Declining
05373	Pastoral	Good Shepherd - Wheaton, MN 56296	148	145	138	131	126	132	132	132	132	-10.8%	Declining
05326	Pastoral	Bethany - Williams, MN 56686	70	70	70	65	65	65	65	65	65	-7.1%	Declining
11699	Pastoral	Calvary - Winger, MN 56592	46	47	46	53	53	54	54	54	54	17.3%	Growing
11700	Pastoral	Faith - Wolverton, MN 56594	90	91	78	74	68	67	67	67	67	-25.5%	Declining
11420	Program	Grace - Ada, MN 56510	306	303	291	295	233	230	230	230	230	-24.8%	Declining
11981	Program	Bethesda - Alexandria, MN 56308	207	228	191	194	210	177	177	177	177	-14.4%	Declining
16254	Program	Shalom - Alexandria, MN 56308	158	164	185	214	231	186	186	186	186	17.7%	Growing
11437	Program	Faith - Bagley, MN 56621	220	205	225	216	210	197	197	197	197	-10.4%	Declining
11440	Program	Our Savior - Barnesville, MN 56514	185	179	193	196	211	209	209	209	209	12.9%	Growing
11441	Program	First - Battle Lake, MN 56515	246	246	246	240	215	220	220	220	220	-10.5%	Declining
05332	Program	Zion Lutheran Church of Amor - Battle Lake, MN 56515	270	222	218	220	150	168	168	168	168	-37.7%	Declining
11443	Program	First - Baudette, MN 56623	151	150	154	157	155	153	153	153	153	1.3%	Stable
05298	Program	Bethel - Bemidji, MN 56601	225	224	221	182	185	166	166	166	166	-26.2%	Declining
11450	Program	First - Bemidji, MN 56601	384	348	331	310	390	350	350	350	350	-8.8%	Declining
11474	Program	St Paul - Crookston, MN 56716	164	162	157	157	157	157	157	157	157	-4.2%	Stable
05340	Program	Trinity - Detroit Lakes, MN 56501	360	360	340	340	340	310	310	310	310	-13.8%	Declining
11485	Program	Dilworth - Dilworth, MN 56529	246	254	262	227	225	282	282	282	282	14.6%	Growing
11495	Program	Our Savior - East Grand Forks, MN 56721	370	407	383	386	387	347	347	347	347	-6.2%	Declining
12050	Program	United - Elbow Lake, MN 56531	268	250	213	213	165	165	165	165	165	-38.4%	Declining

Appendix 4

Faith Lutheran Church

ELCA Trend Report – Faith Lutheran Church

Evangelical Lutheran Church in America Congregation Trend Report
ELCA Research and Evaluation
Source: Congregational Annual Reports

Congregation: Faith Lutheran Church Wolverton MN 56594
 Northwestern Minnesota Synod Conference: Moorhead
 Year Organized: 1892

From 2002 to 2009	2002	2003	2004	2005	2006	2007	2008	2009	%Chg 02-09
Baptized Membership	320	333	329	329	332	324	331	343	7.2%
Members Received By:									
a. Baptism: Children	2	6	2	4	3	2	1	5	
b. Baptism: Adults	1	0	1	0	0	0	0	0	
c. Affirmation of Faith	0	0	0	0	0	0	1	0	
d. Transfer	0	13	3	6	2	0	6	10	
e. Other & Stat. Adjustment	0	0	0	0	0	0	0	0	
Total Members Added	3	19	6	10	5	2	8	15	
Members Removed By:									
a. Death	3	5	3	3	1	4	1	1	
b. Transfer	4	1	6	7	1	3	0	1	
c. Other & Stat. Adjustment	0	0	1	0	0	3	0	1	
Total Members Removed	7	6	10	10	2	10	1	3	
Membership Change	-4	13	-4	0	3	-8	7	12	
Baptized Youth Confirmed	4	4	9	6	0	0	0	5	
Confirmed Membership	276	279	267	271	271	263	267	284	2.9%
Average Worship Attendance	100	90	91	78	74	68	67	62	-38.0%
Percent Attending Worship***	31.3%	27.0%	27.7%	23.7%	22.3%	21.0%	20.2%	18.1%	-42.2%

Racial/Ethnic Composition - Congregations filing in 2009 show Active Participants, which is NEW for 2009. All other numbers are Baptized Members

African American/Black	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
Latino/Hispanic	0	6	6	6	6	6	7	3
Amer Indian/Alaska Native	0	0	0	0	0	0	0	0
Arab/Middle Eastern****	0	0	0	0	0	0	0	0
Multiethnic****	0	0	0	0	0	0	0	0
White	314	327	323	323	326	318	324	207
Other	6	0	0	0	0	0	0	0

This data is collected to measure the ELCA's progress in becoming more diverse.

Christian Education Ministry

Students	39	52	48	33	44	35	41	60	53.8%
Teachers	6	9	9	7	13	9	9	11	83.3%

Regular Giving Per Confirmed

Member	370.17	400.35	424.75	386.68	520.99	899.36	791.92	765.16	106.7%
Member in 2002 Dollars	370.17	391.43	404.52	356.19	464.92	780.35	661.70	641.65	73.3%

Regular Giving by Members

Designated Giving by Members	4,346	2,939	2,831	5,515	2,834	4,999	1,955	2,959	-31.9%
Grants & Partnership Support	0	0	0	1,150	2,000	800	1,200	1,600	0.0%
Total Receipts**	112,841	120,553	122,066	117,756	153,748	252,531	231,236	228,558	102.5%

Current Operating Expenses

Payments on Debts	0	0	0	0	0	0	0	0	0.0%
Total Disbursements**	102,432	118,999	113,129	126,294	141,654	151,465	146,936	182,907	78.6%

Mission Support

Mission Support as % of Current Operating Expenses, Debt Expenses & Mission Support***	9.9%	9.0%	12.1%	11.6%	9.8%	9.2%	10.1%	7.8%	-21.1%
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Mission Support as % of Regular Giving***

	8.8%	8.1%	11.0%	12.6%	9.2%	5.5%	6.1%	6.0%	-32.1%
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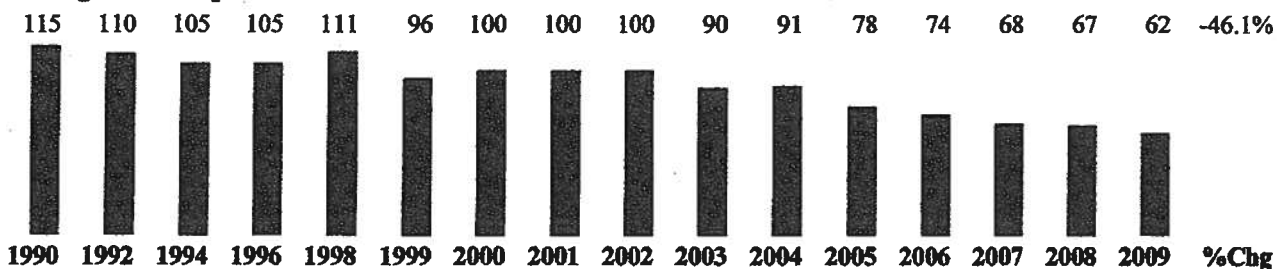
All other benevolence (non-mission support)

	4,967	12,940	6,806	7,680	7,830	10,130	6,070	15,173	205.5%
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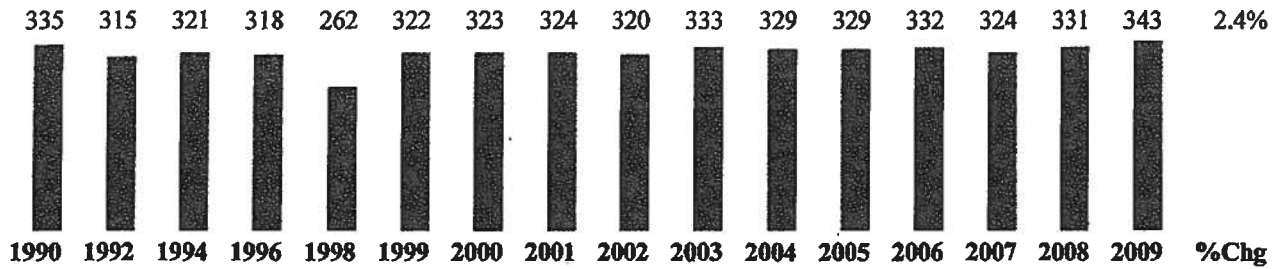
Mission Support as % of total benevolence

	64.4%	41.0%	64.7%	63.3%	62.4%	56.2%	68.2%	46.1%	-28.4%
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Average Worship Attendance 1990 to 2009



Baptized Membership 1990 to 2009



Population of Congregation's ZIP Code 56594 for 1990, 2000 and 2009

Year	Population	%Chg
1990	825	
1992	-	
1994	-	
1996	-	
1998	-	
1999	-	
2000	800	
2001	-	
2002	-	
2003	-	
2004	-	
2005	-	
2006	-	
2007	-	
2008	-	
2009	696	-15.6%

2009 VALUE OF CONGREGATIONAL ASSETS

Church real estate	\$1,000,000	All Other Assets	\$0
Endowment & memorial funds	\$43,339	Cash, savings, bonds	\$426,826
Total indebtedness	\$0	Capital improvements this year	\$50

Wheelchair accessible? N
Braille/lg print materials?

Assistive hearing devices?
Special needs outreach/support?

Community Context: Rural farming

Zip Codes Served: 56594 56553 56560

**These totals include other receipts and disbursements not displayed.

***The percent change in the far right column is not a subtraction of the percents but a percent change of the two percents.

****Arab/Middle Eastern and Multiethnic were first collected in 2003.

The ZIP Code population data are Copyright (c) protected by Claritas Inc.

To make corrections or updates, contact the ELCA Office of the Secretary.
E-mail conginfo@elca.org or call 800/638-3522 extension 2810
Forms filed electronically will be checked for errors starting in March.

"Living Lutheran: Renewing Your Congregation" by Dave Daubert is a resource for congregational renewal. Order ISBN #0806653345 from Augsburg Fortress at www.augsburgfortress.org.

Appendix 5

2002 Long Range Plan

Adoption at Congregational Meeting

2002 Long Range Plan

Faith Lutheran Church Congregational Meeting

June 9, 2002

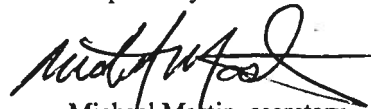
Subject: Long Range Planning Committee Report

Lisa Miller opened the meeting at 11:30 am.
Pastor Ellingson led us in prayer.

Bob Stein presented the Long Range Planning Committee's report.
Loren Blilie made a motion to accept the Long Range Planning Committee's plan and to begin implementation.
Mark Johnson seconded the motion and it carried.

Lisa Miller adjourned the meeting.

Respectfully submitted



Michael Mastin, secretary

I. Introduction

The Faith Lutheran Church long-range planning process was initiated in early 2001, but the committee was appointed and activity initiated in early 2002. Kennon Callahan's, *Twelve Keys to an Effective Church*, was used to guide the process. The process outlined by Callahan has several steps, however the Key principle is: "Build on your strengths. Do better what you do best." The committee met a total of six times, reviewed the background information, and discussed the relational and functional characteristics of Faith Lutheran Church.

II. Process And Long Range Planning Committee Membership

A. Overview Of Process

The process that was used for long-range planning was taken from the series of books written by Kennon Callahan: Twelve Keys to an Effective Church, Twelve Keys to an Effective Church: Leader's Guide; and Twelve Keys to an Effective Church: The Planning Workbook. Following is an outline of the process:

1. Develop a realistic assessment of your church's present standing and stature
2. Chose the primary direction for your future
 - (a) Determine where you are now
 - (b) Discover how far you can go
 - (c) Decide how far you want to go
3. Study your strengths in relation to the twelve characteristics of an effective church
 - (a) Prepare a preliminary analysis
 - (b) Analyze and diagnose the relational characteristics of your church
 - (c) Analyze and diagnose the functional characteristics of your church
4. Select the central characteristics, key objectives, and timelines that will advance your church's future
 - (a) Share and analyze your planning team ratings for the twelve central characteristics
 - (b) Select the strengths you would like to expand and add to advance your church's future
 - (c) Construct a timeline for the coming 3 – 5 years

B. Committee Membership

The Long-range Planning Committee was appointed by the Faith Lutheran Church Council. The committee membership follows:

Mike Theissen
Tina Aigner
Wally Nord
Mark Nelson

Sara Aigner
Adrie Israelson
Robert C. Stein
LaDawn Edwards

C. Summary

The Long Rang Planning Committee met XX times over a XX month period. The discussion generated by the Callahan model was inspiring and insightful. The committee originally planned on X meetings, however once engaged in the discussion and the process, it was found that extra sessions were needed, and even looked forward to with anticipation. It was found that the continuation of the current mission of Faith Lutheran Church, and the identification of the new mission opportunities is an evolving process that will require an ongoing dialogue at the committee and congregational levels.

III. Assessment Of Church's Present Standing And Stature

A. Demographics

The demographic examination of Faith Lutheran Church and the surrounding community relied heavily on the congregational annual reports collected and organized by the Synod, and the Zip Code Census data. A complete copy of the demographic material is included as Appendix 1.

1. Membership

It was noted that, although membership has declined since its high in the early 1980s, it has been stable at about 320 members over the past ten years. During the past 20 years, membership has declined 8.8%. During that same time, the population in the 56594 Zip Code has declined by more than 18%. Average attendance at worship has ranged between 96 and 111 during the past decade. Current average attendance is at the high end of the ten-year average, about 110 persons per Sunday. Approximately 30% of the baptized members attend worship services on a given Sunday.

2. Demographics in the 56594 Zip Code

Population has declined County-wide since 1980 by 16%. During that same time period, the population in the 56594 Zip Code area declined by 20%. Since 1980 in the 56594 Zip Code, the number of households has declined by 11%, the number of families has declined by 14%, and the average household size has decreased from 2.89 to 2.58, a decrease of 10%. The median age of the population is 41 years of age.

3. Giving Trends

Regular giving per confirmed/communing member at Faith Lutheran Church has increased by approximately 3.5% per year during the past 8 years; this has approximately equaled the rate of inflation during the same

timeframe. Income (per capita, median family, median household, average family, and average household) in the 56594 Zip Code is higher than the Wilkin County averages in all categories.

B. Church’s Statistics For Key Indicators Of Stature

According to Callahan, it is important to develop a realistic assessment of the church’s present standing, stature, strength, vitality, and size. Church’s tend to grow to the size of the mission that they share in the community. The mission must be commensurate with the present strength and vitality of the church. The four best indications of standing and stature are: average attendance at worship services, average attendance at Sunday School, Sunday School enrollment, and church membership.

1. Key Indicators

Members are defined as “resident members who are marginally to fully active in the life of the church.” Constituents are “non-members participating in one or more activities of the church.” Persons served in mission are, “those individuals in the community, neither constituents or members, intentionally ministered to in terms of their hopes and hurts.”

According to these definitions the Planning Committee determined that Faith Lutheran Church had 148 members, 60 constituents, and up to 500 persons served in mission. There was some difference of opinion regarding the determination of the number of persons served in mission, however given the reach of missional giving, the number could be very large. Some of the missions that were defined were Dorothy Day, Food Pantry, quilts, clothing drive, hair care, etc.

The table below presents the key indicators of stature, and the percentile ranking within the Protestant Churches. It can be seen that by the membership and worship attendance indicators, Faith Lutheran Church in Wolverton is a large congregation compared to other ELCA congregations. Sunday school enrollment and attendance fall lower in the rankings, this being a reflection of the general trend of an aging population.

Table 1 Key Indicators of Stature		
Indicator	Faith Lutheran Church	Protestant Percentile Ranking
Average attendance at worship	111	81.6 %ile
Church membership	321	87.4%ile
Average attendance at Sunday School	33	41.3 %ile

Sunday School enrollment	42	35.2%ile
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2. Summary

It came as a surprise for several of the committee members, but according to the national averages, Faith Lutheran Church is a large congregation with above average worship attendance. However, the enrollment and attendance at Sunday School do not reflect the “large congregation” image. This is primarily due to the overall trend of population aging that was seen in the County demographic information, and is further supported by national trends. In the 56594 Zip Code, only 47% of the total population are female, and only 32% of them are women are of child-bearing age.

C. Primary Direction For The Future

The purpose of this portion of the process was to make decisions regarding the best overall direction for Faith Lutheran Church. Given the number of members, constituents, and persons served in mission, Faith Lutheran’s church type determined in order to compare to other churches. The committee then discussed and determined the current direction and future direction for the church.

1. Where Are We Now?

By looking at Table 2 below, it can be seen that with a base of 100 members, a church such as Faith Lutheran with 50 constituents ranks in the “Stable and Declining” category. However, when considering the number of persons served in missions, the congregation ranks in the ‘Rapidly Growing’ category. Following discussion on these issues, the committee determined that Faith Lutheran’s current direction was “Stable”, and that the appropriate future direction was “Stable and Growing.

Type of Church	Members	Constituents	Persons Served in Mission	Current Direction	Future Direction
Rapidly Growing	100		100+		
Stable and Growing	100				X
Stable	100			X	
Stable and Declining	100	50			
Dying	100				

2. How Far Can We Go?

This portion of the planning process was to determine the potential for growth in the church. Most of Callahan's recommendations regarding this issue centered around the total population within a given trip time radius from the community. Given our location near a major employment and service center, most of our trips are oriented toward Fargo-Moorhead, but that does not eliminate that area from our mission potential, and in some cases, such as homeless ministry and hunger, that area is the primary beneficiary of our mission efforts. The realistic mission potential for Faith Lutheran Church was determined to be 200-300 persons.

3. How Far Should We Go?

The objective of this task was to determine approximately how many new persons Faith Lutheran Church will serve in mission during each year of the Long Range Plan. We have already determined that our future direction is stable and growing, and that our mission potential is 200-300 persons; now we must determine how many new people we realistically hope to serve in mission for each year of the Long Range Plan. Callahan recommended that 15% to 20% of the maximum mission was a reasonable number of new persons to be served. The number of persons to be served in mission that the Long Range Planning Committee determined to be reasonable was 20 per year.

It was felt that as a congregation, our best years were yet to come. This feeling was based on the positive analysis and discussion that was generated during the entire "Primary Direction" phase of the process.

IV. Assess Strengths In Light Of The Twelve Central Characteristics Of An Effective Church

The purpose of this step in the process was to undertake a thoughtful, diagnostic study of the key strengths of the church. Callahan has identified 12 essential characteristics of successful, growing churches, and aids for analyzing individual churches relative to these characteristics. It is important to note 3 fundamental principles about the 12 characteristics:

- The relational characteristics are the sources of satisfaction in a congregation;
- The functional characteristics, if they are not in place, are the sources of dissatisfaction in a congregation; and
- There is no direct correlation between the two.

Following is an explanation of the 12 characteristics, and the preliminary analysis.

A. Relational Characteristics

1. Specific And Concrete Missional Objectives

The missional church has two or three such objectives that involve strong groupings of the congregation in mission with persons who have specific human hurts and hopes.

2. Pastoral And Lay Visitation

Though a lost art in many churches, the missional church does consequential visitation with the unchurched, newcomers, constituents, and members on a weekly basis.

3. Corporate Dynamic Worship

The weekly services are holistic in music and message, corporately planned and led by a compassionate, competent team of laity and pastor.

4. Significant Relational Groups

Most people come to a local church looking for community. Instead, we put them on a committee. Missional churches are constantly and intentionally starting new caring groups in which people may discover roots, place, and belonging.

5. Strong Leadership Resources

Many churches train leaders to fill functional slots inside the church's program. Missional churches nurture a majority of their leaders to be relational and caring with individuals and groups in the regional community.

6. Streamlined Structure And Solid Participatory Decision Making

Missional churches plan on the basis of their strengths, hopes, and objectives. They are less preoccupied with their own needs and problems than many churches. They have a streamlined organizational structure.

B. Functional Characteristics

7. Several Competent Programs And Activities

Missional churches know people attract people more than programs do. Generally, they have two to three really competent programs that serve, rather than use people.

8. Open Accessibility

A physical location that is accessible in terms of major traffic patterns and average trip time and leaders who are accessible to the community are both important.

9. High Visibility

Successful missional churches have a high degree of geographical and grapevine visibility with churched and unchurched persons in the community.

10. Adequate Parking, Land, And Landscaping

As a national average one parking space permits 1.75 persons to participate in the church. Occasionally, it may be as high as 2.5 persons per parking space.

11. Adequate Space And Facilities

More churches underbuild than overbuild, and they thereby limit their growth. They build fixed rather than flexible structures. Missional churches build for the future, with a clear perspective that this is the eleventh, not the first, most important characteristic. Increasingly, they take energy and debt interest issues seriously.

12. Solid Financial Resources

Missional churches know people give money to people more than to programs, purposes, or paper. Missional churches tend to put their money into people rather than property.

C. Preliminary Analysis

Each person on the Long Range Planning Committee ranked the 12 characteristics from one to ten, one being the lowest, and ten being the highest ranking. Characteristics that ranked 8 - 10 were considered strengths that could be expanded with relative ease. The mid-range rankings 5 - 7 were considered areas that, with extra effort, could become strengths. The characteristics that ranked 1 - 4 would require great effort to become a strength. It is important to note that all characteristics need not become strengths - in fact, it is unlikely that this could be achieved in most congregations.

The preliminary analysis was used by each individual Committee member as the 12 characteristics were discussed in depth.

D. Discussion of the Twelve Characteristics

1. Specific, Concrete Missional Objectives

The following current missional objectives of Faith Lutheran Church were noted:

Rural ministry: The Committee felt that the commitment of Faith Lutheran Church to rural ministry was a major mission, and was effective in delivering help to a specific need. The program is well known, and respected in the community as well as in the church at large.

Hunger programs: Faith Lutheran has long supported hunger through contributions to the Food Pantry and monetary donations to World Hunger.

Programs for the elderly: The third major mission identified was programs for the elderly that included hair care, and visitations.

Youth programs:

The Committee was unaware of any major missional objectives planned for the coming five years that would reach out to the community.

2. Pastoral and Lay Visitation

It was felt that the church had a relatively healthy visitation program, however it was strongest in the area of members, constituents, and persons in nursing homes, hospitals and the homebound. Visitation was not as strong with first time visitors, unchurched, and newcomers to the community.

3. Corporate, Dynamic Worship

It was felt that the congregation expresses a high level of warmth in the church services. While this feeling is evident, the congregation does not specifically greet first time visitors, or intentionally seat them next to someone who will make them feel at home.

Music was considered to be one of the greatest strengths of the congregation. It is consistently dynamic and inspirational. Our pastor consistently expresses the character of the gospel and compassion in his sermons. There is a strong sense of involvement and personalization in the services. The sanctuary is comfortable, and there is adequate seating. Attendance comfortably fills the church most of the time. It was calculated that attendance of 125 would comfortably fill the church, and average attendance is 111.

4. Significant Relational Groups

Significant relational groups in the congregation included: Faith Women, Luther League, AAL, Choir, Bible Study, and ECFE. 7 – 10 relational groups were considered adequate for the size of the congregation. Faith Lutheran falls within that range. There is a varying, but essentially strong sense of community within each of these groups. There is a sufficient number of new groups evolving that indicate an adaptation to new members and changing needs.

5. Strong Leadership Resources

Leadership was considered a strength of the congregation. The leaders are actually leaders, not enablers. There is a healthy balance of life experience within the leadership, and the leadership is complementary, as are the objectives. There is a focus on accomplishments, not busy work. Continuity is fairly good, however there was a feeling that the term limits on the Council did not allow time to take full advantage of experience. The development of leadership on the Council, and adequate time to take full advantage would improve several of the other characteristics, especially #1, Specific, Concrete Missional Objectives.

6. Streamlined Structure and Solid, Participatory Decision Making

Our leaders make wise, thoughtful decisions, however with the relative weakness of #1, Specific, Concrete Missional Objectives, the decisions tend to be operational and budgetary, not missional. The decision making process is open, and there is a sense of ownership by the leaders, and the congregation has confidence in the motivation and integrity of the leadership.

It was felt that the decision making process could more-effectively face and resolve conflict. The basic organizational structure is efficient in relation to the relevant issues of the congregation, however there was a feeling that smaller Council and committee membership would be more responsive and streamlined.

7. Several Competent Programs and Activities

According to Callahan, an effective church has 1 – 3 major programs or activities. The program most respected for community-wide competence was the music program. There is great involvement from a range of persons: the senior choir, and Sunday School choir, the accompanists, and special music performances such as the trumpet/flute/ section at Easter and the Easter cantata. The music at Faith Lutheran adds greatly to the worship service, and is a memorable event for members and visitors alike.

Another major program is the youth education program. The leadership has effectively focused the efforts of the Sunday School program, vacation Bible school, Sunday School choir, and Luther League to maintain the interest of the youth, and encourage their involvement in activities in church, in the community, and throughout the country.

8. Open Accessibility

Three types of accessibility were discussed in this section: location accessibility, site accessibility, and people accessibility. Faith Lutheran's location accessibility was considered near average for churches in this part of the country. It is not an outstanding location, but it does not detract from membership or participation. Ingress and egress from the church site is congested at times, and can be very difficult during mud season.

Accessibility to space and facilities is poor. The building was built at a time when attention was not paid to architectural barriers, and there are many barriers throughout the church, beginning with the front step. These barriers make it difficult (if not impossible) for persons with disabilities to easily enter and move around the church. Many of the elderly members also experience difficulties negotiating the steps that are located throughout the interior and the entrances.

The more that individual members of the congregation participate in community activities, the more likely that people in the community will feel that Faith Lutheran has strong people accessibility. People accessibility at Faith Lutheran has historically been very good, and continues to be a strength of the congregation. Key leaders and Pastor are highly accessible on a person to person level to members of the congregation and the community. There may be early indications that this is diminishing slightly.

If a congregation, such as Faith Lutheran, has poor location and/or site accessibility, a strong program of pastoral and lay visitation can compensate for this deficiency.

9. High Visibility

This issue was evaluated in terms of physical visibility and people visibility. The people visibility is very similar to the people accessibility discussed in the previous section. The church's physical visibility is not strong due to the fact that it is a block off US 75. It was suggested that highway signs would improve this situation.

People visibility was considered the extent to which the pastor and key leaders have positive visibility and are recognized in the life and activities in the community. This was referred to as "grapevine visibility". It was observed that the important factor in both public and grapevine visibility was the character and content of what is communicated to the community at large. Churches that have healthy visibility identify the church as a source of help and hope, and as a source of reliability and certainty amidst the transitions and difficulties of every day life. Again, this was considered a strength of Faith Lutheran. One comment was that "grapevine visibility is at an all time high".

10. Adequate Parking, Land, and Landscaping

Parking around the church on Sundays is inconvenient, but not terribly problematic. There are enough spaces to fill the church to a "comfortably filled" level without causing any undue parking hardships. Large events such as weddings and funerals, and holidays present more difficulties, and parking stretches to meet those needs. Improvements could be made. One opportunity was to fill in the ditch on the north side of Mills (?) Avenue, and accommodate diagonal parking along the north side of the street. This would be a relatively simple improvement that would approximately double the parking capacity along that area. The church does not own enough land to

address long term parking needs. There may be opportunities for property acquisition in the area to meet long term needs.

The landscaping around the church, while well maintained and neat, is simple and not warm and welcoming. There is room for improvement in this area.

11. Adequate Space and Facilities

Surprisingly, space and facilities were considered to be a fairly strong element of the church. The space and facilities available for mission and program needs appeared to be adequate, although slightly crowded at times. We could use more room on Sunday mornings for Sunday School and possibly adult Bible study, however by prudent management of space, and a degree of tolerance, space needs were not considered a major weakness of Faith Lutheran Church. The spaces used for Sunday School and music, and rest rooms were most inadequate in terms of space available. There was discussion on the possibility of expanding to the east to accommodate space for existing and future program needs. Using the parsonage for programmed activities was discussed, and was rejected as an option.

Maintenance of the facilities, and planned improvements are undertaken on a regular basis. The building is maintained well and is overall in very good condition.

12. Solid Financial Resources

Historically, Faith Lutheran has benefited from solid financial support from the members. Total giving is approximately \$1,000 per person attending worship, or approximately \$350 - \$375 per member. The operating budget is sustainable; financial resources have been adequate to support operating expenses, undertake improvements, and to contribute to a variety of mission activities. The level of giving compares favorably with stable and growing churches. The congregation is currently debt free.

A Stewardship Committee was recently formed to educate the congregation regarding opportunities and mechanisms for planned giving. This is a long term undertaking that will likely not show significant results for 1 – 2 years.

There was a feeling that the church has not effectively utilized all of its potential financial resources. The church does not have a long-range financial plan to include capital needs, future land acquisition, or major equipment purchases. It was felt by many that an endowment fund should be established, and that if a specific mission were defined for the fund, it would be enthusiastically supported and the benefits would be great.

The disposition of the parsonage was discussed in terms of its current status as a financial/capital resource. The Council had previously agreed to set the rental income aside for maintenance needs until a predetermined amount had

been accumulated. That point is nearing, and decisions will again have to be made regarding the rental income or the continued ownership. No definite recommendations were forthcoming regarding this issue.

V. Central Characteristics, Key Objectives, And Timelines

A. Summary Of Characteristic Rankings

Following the analysis, the Committee members ranked the 12 characteristics from 1 – 10. The scores were averaged, the results are presented in Table 3 below. As noted earlier, a ranking of 1-4 means that the characteristic would need considerable work to elevate it to a strength. A ranking of 5 – 7 indicates a characteristic that could reasonably be added to the strength category. A ranking of 8 – 10 indicates a strength that could be expanded.

Characteristic	Average Rank	Status
1. Specific, Concrete Missional Objectives	4	Needs Work
2. Pastoral And Lay Visitation	7	Potential Strength
3. Corporate Dynamic Worship	10	Strength
4. Significant Relational Groups	7	Potential Strength
5. Strong Leadership Resources	8	Strength
6. Streamlined Structure And Solid Participatory Decision Making	7	Potential Strength
7. Several Competent Programs And Activities	6	Potential Strength
8. Open Accessibility	7	Potential Strength
9. High Visibility	7	Potential Strength
10. Adequate Parking, Land, And Landscaping	4	Needs Work
11. Adequate Space And Facilities	8	Strength
12. Solid Financial Resources	8	Strength

B. Selection Of Strengths To Expand And Add

The Committee next went about the task of selecting which strengths to expand and which potential strengths to add. The four considered strengths were: Corporate, Dynamic Worship, Strong Leadership Resources, Adequate Space And Facilities, and Solid Financial Resources.

C. Corporate Dynamic Worship

This characteristic ranked the highest of the twelve, and was selected as a strength to expand. The following specific objectives were identified as method to expand this mission of Faith Lutheran Church:

1. Add and train greeters for Sunday morning worship

These individuals would be responsible for welcoming all persons attending worship, however special attention would be paid to new members, potential members, visitors, and anyone who may need assistance with mobility, children, directions, etc. It was felt that this special attention would project a good impression of the congregation to newcomers and prospective members, but would also promote a sense of good will and community amongst the current members. This could be coordinated with the ushers, or through the Music and Worship Committee.

2. Lay input in sermon content

This would involve the cooperation between lay members of the congregation and pastor. Pastor would provide the texts and other resources to individuals who would volunteer or be selected. The lay members would then read and study the materials provided, and provide input back to pastor for use in the sermon. The intent would be to interpret our world in a theological context on a day to day basis. This could involve actual lay involvement in the sermon or it could simply be the thoughts generated being incorporated into the sermon. This effort would be most likely conducted by pastor and volunteers.

3. Lay-led services

This would be somewhat similar to the previous section, however the service would actually be led by a lay person. This could range from involvement in the sermon only, the liturgy and readings only, or both. This could be done at times when pastor was absent, or as an alternative type of service. The intent would be to expand the already corporate and dynamic worship service, and to promote and grow leadership within the congregation.

4. Increase use of technology

This objective has already been discussed to a degree by the Council. The intent of this objective would be twofold. First, it could expand the means by which the mission of the church is promulgated. A website could be developed and the sermon, newsletter, daily devotions, or a number of other resources could be included. Second, the enhanced use of technology would improve communications and awareness within the congregation. Meeting announcements, changes in schedules, agenda distribution, and a variety of other uses could streamline communications.

There was also discussion about expanding the computer capabilities to provide resources for those who do not have access to computers at home. One benefit of this would be that there would be a safe place to study and receive assistance from peers. Another benefit would be that it would provide a place where those in the congregation and community who do not have computer proficiency could have the opportunity to learn basic computer skills and communicate with friends and family by email. The youth in the congregation would play a primary role in this objective as they possess a high level of computer skills.

D. Solid Financial Resources

The second strength to expand was Solid Financial Resources. This was selected because while our financial resources are a strength, there are many opportunities and challenges that must be faced if we are to continue to grow, flourish, and spread our mission. The following objectives were identified to grow this strength.

1. Explore the concept of a foundation endowment
This concept would be successful if the mission of the fund was well-defined, understood, and accepted by the congregation (i.e. debt retirement for seminary students, rural ministry, etc.). Once established, it would have the potential to become a tremendous focal point in the mission of Faith Lutheran, and a resource to the church and community. The first step is to establish a committee to explore the process, potential uses, and structure of an endowment. Committee members were suggested.
2. Determine the Disposition of the Parsonage
The parsonage has the potential to be a continuing resource, however the determination must be made how the rental income will be used once the maintenance fund has reached its goal. There are a variety of options including selling the property, continuing to rent the property, or utilize the space for program needs. It has been a comfortable situation with a conscientious and responsible renter, however all renters may not be as trustworthy. The intent of this objective is to develop a strategy for the long-term use of the property and the revenue. The mechanism for achieving this was not discussed in depth.
3. Determine the uses for the Paulson gift
Ray Paulson's gift to Faith Lutheran was very generous, and much appreciated, however there has been hesitancy to determine the ultimate use of this gift. The intent of this objective is to determine the use that best meets the intent and spirit of the giver and serves the needs of the church and community. A committee would be the most reasonable method to determine the use(s) for this gift. Committee members were suggested.

E. Open Accessibility

Open accessibility was selected as the potential strength to add. It has become more of an issue as time has passed, and given the demographics of the church, community, and country, it will continue to be an issue. The following objective was identified.

1. Undertake an architect's study of options, costs, and feasibility
 An architect's study will be a necessity in order to make an informed, reasonable decision regarding this issue. This study should be commissioned immediately. The intent of this objective is to address this issue head-on and to determine the best solution for the congregation and the community.

F. Establish A Timeline

The following timeline was developed for the added and expanded strengths. This is yet to be completed.

Table 4 Key Objectives Timeline			
Objective	Start	Complete	Responsibility
Corporate, Dynamic Worship			
Add and train greeters	July	Ongoing	Music/Worship Ushers
Lay input in sermons	September	Ongoing	Pastor Volunteers
Lay-Led services			
Technology			Secretary Youth Group
Solid Financial Resources			
Explore Foundation Endowment			Committee
Disposition of Parsonage			
Uses for Paulson gift	ASAP		Committee
Open Accessibility			
Architect's study	July	July, 2003	Repair & Maintenance Committee

V. Follow-Up

- A. Advance and improve the long range plan that is in place
- B. Add the new year
- C. Measure progress