

Church of the Good Shepherd

Norfolk, Virginia  
May 18, 2008

Dear Friends,

Last year the Vestry began a long-range planning process for our parish. We believed that thinking about the future of Good Shepherd and setting goals would focus our priorities and provide some continuity and guidance for those who will follow us.

We wanted the plan to adhere to our belief that there is wisdom in numbers. It was important to us that the process engage the entire congregation. This parish belongs to all of us, and we wanted the plan to reflect our common vision.

We appointed a Long-Range Planning Committee and raised funds to hire a consultant, who worked with the Committee and the Vestry through the fall and winter to develop and execute a planning process. The Committee facilitated a number of small group meetings in which participants discussed Good Shepherd's identity and purpose as well as their hopes for its future.

Several themes emerged from these small gatherings --

- The parish is an integral part of the lives of many members. Some described it as a "rock" and a "foundation." For others, it is a "home," a "family," a "community," or a "haven."
- Worship is the focus of our community life. There appears to be a high level of satisfaction with worship services and music.
- The congregation is eager for Good Shepherd to grow. There was a general desire for more families to join our church.
- There was particular interest in finding ways to engage children and youth.
- There was general agreement that a genuine culture of care for one another exists at Good Shepherd, but many expressed a desire to make this culture more visible and better known through pastoral care and community outreach.
- Adult education is a ministry lacking steam. However, there is substantial interest in this area, particularly for small group experiences where people share and study.
- Communication is an area in which there is room for significant improvement.
- There is genuine interest in the long-term health of the parish and that it be here for our children and grandchildren.

The Vestry took what the Long-Range Planning Committee learned from these small group gatherings and crafted a Vision Statement. The purpose of the Vision Statement is to point the congregation toward the place where we believe God is calling us. An effective Vision Statement will provide a context for the work of the clergy, the staff, the Vestry, and the committees. And it will help guide us in prayer and worship.

Our Vision Statement is fully set forth in the plan that follows this cover letter, but we

believe it is short and sweet and worth setting forth here:

*We will deepen the relationship with God for all those who come into contact with our community while gathering others to our ministry of Christ, fostering a sense of generous community, and sustaining that community for future generations.*

As we were discussing the Vision Statement, the Vestry also considered revising Good Shepherd's Mission Statement. This was not something we undertook lightly. A Mission Statement reflects a church's identity and purpose, and it should only be revised with good reason. Plus, the Mission Statement with which we are all so familiar, "To know Christ and to make Him known," is both meaningful and powerful.

But we did not believe this statement said quite enough about Good Shepherd. Any Christian church could claim it as its Mission. We thought about what makes our parish special, and added a few words to the old Mission Statement to make it tell the world a bit more about who we are:

*To know Christ and to make Him known with joy, faith, and service.*

With a new but familiar Mission Statement and a Vision Statement derived from the wisdom and insight gathered in the small groups, we set to work outlining broad strategic objectives over the next three years. These are:

- *encouraging and facilitating participation in adult Christian education programs;*
- *being mindful of the needs of those outside our community and returning to them the gifts of God;*
- *making our community of faith known to others and inviting them to join us;*
- *cultivating an education program that engages and challenges our youth in a faith-based community environment; and*
- *ensuring the financial health and long-term viability of our Church.*

We communicated these objectives to the committees and asked them to develop three-year plans to achieve the goals. The document that follows is largely the product of their very good work.

We hope that the plan will better equip Good Shepherd to invest in its future. We hope it will help us plan our ministries and allocate our time and resources. And we hope it will be of use to future Vestries and committees.

But in time the plan will grow stale, and it will need to be renewed. We encourage future leaders of Good Shepherd to go through a long-range planning process again, and to do so as often as necessary to keep the Church focused, vibrant and healthy.

God will always have a plan for Good Shepherd. Our challenge, now and in the future, is to discover it.

Faithfully,

The Vestry

By: Jim Izard  
Senior Warden

# Church of the Good Shepherd

Norfolk, Virginia

Mission Statement

Vision Statement

Long Range Plan

May 18, 2008

## **OUR MISSION**

Our Mission Statement is an expression of our identity and purpose. It is what defines us and makes us unique. It gives Good Shepherd's leaders a context for their leadership. The Vestry will recommit to the Mission each year and ask in times of decision-making and discernment, "Does this serve our Mission and maintain the integrity of who we say we are?"

The Mission of Church of the Good Shepherd is:

*To know Christ and to make Him known with joy, faith, and service.*

## **OUR VISION**

Our Vision Statement is an expression of where we believe God is calling Good Shepherd to go. It gives the congregation and newcomers a sense of where we are headed together. Like the Mission Statement, it gives the parish's leaders a context for their leadership and reminds them that God is in the midst of their work.

The Vision for Church of the Good Shepherd is:

*We will deepen the relationship with God for all those who come into contact with our community while gathering others to our ministry of Christ, fostering a sense of generous community, and sustaining that community for future generations.*

## **OUR GOALS**

The Vestry has identified several strategic goals to achieve Good Shepherd's Vision. These goals look toward a three-year time horizon. These goals can and should change and evolve over time as our parish is presented with new opportunities and challenges in realizing its Vision.

We will achieve our Vision by:

- *encouraging and facilitating participation in adult Christian education programs;*
- *being mindful of the needs of those outside our community and returning to them the gifts of God;*
- *making our community of faith known to others and inviting them to join us;*
- *cultivating an education program that engages and challenges our youth in a faith-based community environment; and*
- *ensuring the financial health and long-term viability of our Church.*

## **OUR PLAN**

The long range plan is derived from the voice of the congregation and sets forth the tactics we will use in the next three years to achieve the strategic goals set by the Vestry. The plan was developed by the committees, the clergy, the staff, and the Vestry. Like the strategic goals, the plan is geared to a three-year time horizon. Thus, there is no expectation that the goals will be fully achieved through implementation of the plan in the first or even the second year. On the other hand, the committees, with the assistance of the Vestry, will assess their progress toward the strategic goals every year. If the plan or its implementation is falling short of the goals, it will be adjusted appropriately.

The plan is based on an academic year rather than a calendar year. So, Year One of the plan will commence on or about September 1, 2008.

### **Adult Education Committee Plan**

The Adult Education Committee's plan is to achieve the following goals over the next three years:

1. Engage all adults in our worshipping community in study and education in the course of the year.
2. Provide opportunities for a variety of adult education throughout the year. This variety can be achieved in terms of forum, smaller group offerings, types of series, and seasonal learning to facilitate worship and life together in Jesus Christ.
3. Equip the congregation in the practice of a living faith that moves them to leadership, mission and action in the everyday life of the church, community and world.

### **Year One (Adult Ed.)**

- Coordinate with the Communications Committee to spread the word about adult education activities through a variety of media (personal invitation, newsletter, bulletins, flyers, signs, web site, email, etc.)
- Coordinate with Worship Committee to introduce, emphasize and/or promote adult education themes and offerings in Sunday services
- Determine interest in adult education programs and how interested persons should be invited
- Begin trial programs to gauge interest in new or different offerings (Adult Ruach, Knitting Group, and some weekly and/or seasonal small group programs)
- Look for ways to provide babysitting services to increase participation among adults with small children
- Add a second weekly Education for Ministry (EfM) class
- Offer the following Sunday morning series between 9:15 and 9:55 -- Adult Forum, Lectionary Bible Study, and Faith Matters
- Continue other ongoing weekly programs (intercessory prayer, EfM, Bible study)

- Develop a schedule of all adult education programs for Year One (commencing fall of '08) by July 30

### **Year Two (Adult Ed.)**

- Assess interest, participation and energy level in existing programs
- Assess interest, participation and energy level in trial programs
- Assess success of coordination with Communications and Worship Committees
- Make adjustments in existing programs and adopt successful trial programs based upon assessment results
- Make adjustments to communication effort as necessary to increase the profile of this ministry
- Begin new round of trial programs

### **Year Three (Adult Ed.)**

- Assess interest, participation and energy level in programs, adjusting as necessary to achieve the goal of 100% participation in adult education programs
- If desired or needed, begin new round of trial programs
- Continue to improve “marketing” of this ministry and communication of available opportunities and activities to the congregation

### **Outreach Committee Plan**

The Outreach Committee’s goal over the next three years is to increase awareness of the needs of others within and beyond our community and encourage 100% participation of the Good Shepherd family in the outreach ministry.

It is our intent to communicate and provide well planned and productive outreach opportunities for our parishioners in order to build relationships with others in need through service, financing and sustainable relationship building.

### **Year One (Outreach)**

- Continue to fund designated outreach programs with an equal commitment to active participation for funded programs
- Improve communication to increase awareness of projects; celebrate successes and involvement; continue to use website, weekly bulletin, and a newly designated bulletin board to generate excitement and advise of events; include follow-up successes with photos and thank-you notes after events
- Provide support to the exploratory committee/task force within Good Shepherd whose mission is to provide mental, physical, and spiritual care for children (birth through 3 years) and their families in the local community -- infant, toddler, and parent program
- Build relationships for Youth Middle School Project; assist youth in a year long outreach project that will begin with a local perspective in year 1 and culminate

- with a global perspective by end of 2<sup>nd</sup> year
- Collaborate with Education Committee to create an Outreach Sunday in the fall and another in the spring
  - Include during the weekly prayers of the people those with whom we are in an outreach relationship
  - Coordinate with the Finance Committee a plan to grow Outreach budget from the current approximately 9% of the pledge and plate offerings to 20% by the end of Year Three

### **Year Two (Outreach)**

- Re-evaluate and sustain funded programs
- Reach 50% active parishioner involvement in funded programs through bulletin boards (use the board as a cheerleader!)
- Continue to support the task force whose goal is to provide mental, physical, and spiritual care for children (birth through 3 years) and their families in the local community
- Foreign Mission Weekend Retreat – Create awareness and build relationships to sustain a future Global endeavor
- Support Middle School Youth as they prepare for their global exchange project

### **Year Three (Outreach)**

- Exchange program resulting from the Middle School Youth global project
- Reach 20% Outreach budget goal
- Reach 100% active parishioner participation in funded outreach programs
- Evaluate Global endeavor and discern moving it to the next level
- Continue to be in a hands on relationship with all groups which we support financially
- Continue to support the task force whose goal is to provide mental, physical, and spiritual care for children (birth through 3 years) and their families in the local community

### **Hospitality and Newcomers Committee Plan**

The three-year goal of the Hospitality and Newcomers Committee is to continue to foster a sense of genuine community within Good Shepherd and to invite others who are now outside our community to join us. In keeping with the strategic objectives that guide the long range plan, the committee's focus on inviting, developing and deepening the participation of newcomers in the life of our parish will be especially sharp.

### **Year One (Hosp. and Newcomers)**

- Identify current newcomers and assess levels of interest in deepening their involvement in parish life

- Evaluate welcoming ministry and ensure that newcomers are *fully* welcomed
- Establish a consistent and scheduled “greeter” program
- Develop a ministry for following up a newcomer’s visit with some form of personal contact
- Identify those within the parish who have a special talent for greeting and recruit them to participate in this ministry
- Host two “Newcomers Dinners”
- Offer a formal “orientation” program whereby newcomers can learn about parish history, life, activities, educational offerings, children’s programs, etc.
- Coordinate with Worship Committee to formally welcome newcomers to the parish at Sunday services and publicly invite them to become active in the leadership and daily life of our community
- Find ways to practice “radical hospitality”
- Continue variety and frequency of existing hospitality events (Manamakers Socials, annual Christmas Party, Parish Picnic, Lenten Dinner Series, Parish Retreat, Shrove Tuesday Celebration, Sunday Morning Breakfasts)

### **Year Two (Hosp. and Newcomers)**

- Coordinate with Communications Committee to expand the ministry by “marketing” Good Shepherd in new ways and to new people
- “Target” who we should invite (streets? neighborhoods? ODU? Navy Base? other areas?)
- Consider how and whether to use REIN (real estate lists) and demographic research services (e.g., perceptgroup.com)
- Assess current ministry and activities (greeters, follow ups, newcomer dinners, orientations, hospitality events, etc.) and make adjustments to improve them
- Determine whether new hospitality events can and should be added; consider “pilot” or “trial” events

### **Year Three (Hosp. and Newcomers)**

- Assess success of “expanded marketing” campaign; determine whether the program is worthwhile, and if so, make adjustments as necessary to improve it
- Continue to assess and improve greeter program, newcomer follow ups, newcomer dinners, hospitality events, etc.
- Assess new and/or pilot/trial hospitality programs and determine whether any should continue as regular programs or events

### **Children’s Ministry and Education Committee Plan**

The vision of the Children’s Ministry and Education Committee is to foster a community where children grow in their spirit by introduction to Scripture story, by listening to God in their own lives, and by participating in activities that lead them to choose wisely and in faith the life God has given them.

The Committee's three-year goal is to intentionally develop groups for all children of the church that bring them into our worshipping community in a *safe, consistent, and inviting environment* where they can stretch, learn (Scripture, tradition of our Episcopal Church and worship), ask questions, and explore a life of active faith with God.

### **Year One (Children)**

- Identify committed adults and older youth ready to prayerfully be present to teach and celebrate the children of our church and invite them to become involved with this ministry
- Maintain interest and high energy level among existing Sunday School teachers and others involved in children's ministry; both frequently and publicly recognize the role they have played and will continue to play in the spiritual development of our children
- Coordinate with Worship Committee to find ways to continue to celebrate children during worship services
- Establish formal training programs for parishioners involved with this ministry and make them available on a regular basis
- With the Vestry, form a task force to explore the feasibility of a parish infant, toddler, and parent program

### **Year Two (Children)**

- Continue to develop and augment roster of Sunday School teachers and others involved with Children's education
- Continue to experiment with ways to involve children in Sunday worship
- Assess ministry and make improvements and adjustments as needed
- If recommended by the feasibility group created in Year One, proceed toward marketing and development of a parish infant, toddler, and parent program

### **Year Three (Children)**

- Assess children's programs and make improvements or adjustments as necessary
- Continue to develop new programs
- First year implementation of parish infant, toddler, and parent program?

### **Youth Ministries Committee Plan**

The three year goal for youth at Church of the Good Shepherd is to know Christ and to make Him known with joy, faith, and service by providing high-energy programs designed to facilitate creative, life-changing experiences for middle school and high school youth. The ministry includes service projects, mission trips, Diocesan Retreats, Sunday morning groups and Confirmation class. These projects will be designed to comfort and challenge kids in today's wild and crazy youth culture.

### **Year One (Youth)**

- Form a Youth Steering Committee/group made of parents, staff, and other parishioners that meet once a month to discern, plan, and implement overall youth programs and leadership
- Provide a group/class each Sunday morning during the Education hour for youth aged 6<sup>th</sup>-8<sup>th</sup> grade, rotating leadership in a team approach
- The Steering Committee will keep its finger on the pulse of the group year round to evaluate and create excitement
- Pool Party for rising 6<sup>th</sup>-8<sup>th</sup> graders to generate excitement from parents and youth on June 11<sup>th</sup> 2008. At this gathering the Steering Committee will present to parents the overall three year plan for 6<sup>th</sup>-8<sup>th</sup> grade youth
- Provide social activities four times a year for middle school youth
- In January of 2009 the group will present a year long local outreach plan for calendar year 2009 that will be “hands on” relational with a local need in the Tidewater area
- Confirmation class or high school youth class that will meet as scheduled by the staff, rector and Steering Committee, with a strong emphasis on knowing Christ and making him know through joy, faith, and service
- Continue Eastern Shore work camp and other summer activities that encourage relationships with others
- High school and middle school youth will participate in worship leadership once a month
- At end of Year One evaluate progress

### **Year Two (Youth)**

- Continue goals from Year One
- Separate Middle School into two groups because of overwhelming success
- Create a High School Sunday morning group that will meet weekly during the Education Hour
- January of Year Two we will celebrate the completion and success of year-long local outreach project
- Create a Global project that will discern “what we have learned” from our local year long outreach project for middle school youth
- Begin talking about global relationships and get excited about pilgrimage at the end of Year Three
- Recruit new leadership for youth Steering Committee at end of Year Two and celebrate the people rotating off the Committee

### **Year Three (Youth)**

- Exchange program resulting from the Middle School Youth global project
- Continue education programs on Sunday mornings for all youth 6<sup>th</sup>-12<sup>th</sup> grade
- Continue social, outreach, and education endeavors

- Continue the work of the pilgrimage
- Mid-Year Three a group of youth/parents/staff/parishioners will meet to create a new three year plan

### **Stewardship Committee Plan**

The Stewardship Committee's goal is to ensure the financial health and long-term viability of our church. The Vestry's guidance for action includes gathering and communicating congregation information, educating constituencies on stewardship in general, establishing a culture of generosity, and preserving our endowment.

#### **Year One (Stewardship)**

- Define, build, and analyze an accurate set of congregation data to include demographics, giving, and more
- Report our data gathering and analysis results to the congregation
- Attend one stewardship educational experience per committee member and educate the Vestry on Stewardship in a broad sense (more than financial giving)
- Organize, coordinate, diversify and expand the stewardship committees to include at least: Annual Giving, Planned Giving, Endowment, Memorials, and Generosity
- Identify new approaches to year-round stewardship that include at least two new ways to raise money
- Hold two Sunday worships with a stewardship theme
- Define specific expectations for and hire a trained stewardship consultant to i) educate/train the stewardship committees and members, and ii) grow endowments, deferred gifts and annual giving

#### **Year Two (Stewardship)**

- Define, build, analyze, and report an accurate set of congregation data
- Enable the Vestry via stewardship education to create a stewardship statement to guide our developing a culture of generosity and to increase giving
- Build a more detailed 2009 stewardship plan to establish a culture of generosity based on the Vestry's stewardship guidance and our education
- Execute and revise our approaches to giving, including our new attempts to raise money
- Hold three Sunday worships with a stewardship theme
- Recruit, educate, and train new stewardship members

#### **Year Three (Stewardship)**

- Define, build, analyze, and report an accurate set of congregation data
- Hold four Sunday worships with a stewardship theme
- Recruit, educate, and train new stewardship members

- Assess results of plans and actions to establish a culture of generosity; review and revise our goals, strategy and tactics for building that culture
- Pay off our bank note
- Increase our endowment (amount / % TBD)

### **Communications Committee Plan**

The Communications Committee's early focus will be to achieve the following two goals:

1. Ensure the entire congregation knows about upcoming events in a timely manner.
2. Ensure that all of the smaller groups of parishioners are fully informed about their group activities.

Once these goals are met, the Committee's work will shift to reaching out to the wider community to share the news about Good Shepherd.

#### **Year One (Communications)**

- Coordinate with staff new methods to improve delivery of the monthly newsletter, including electronic means (email)
- Improve electronic communication capabilities by providing updated email address lists
- Working with outside vendor as necessary, improve the content of Good Shepherd's website so that it consistently provides reliable, updated information

#### **Year Two (Communications)**

- Assess new communication methods and success of improved website and make adjustments to further improve internal communications
- Begin effort to "market" Good Shepherd to the larger community, perhaps beginning with experimentation and "test marketing"

#### **Year Three (Communications)**

- Assess internal communication improvements and adjust to address any remaining communication "voids"
- Assess outside communication effort, improve it, and widen it to include a larger portion of the "outside world"

### **Worship Committee Plan**

The objective of the Worship Committee is to create Sunday worship services that fulfill our Mission "to know Christ and to make Him known with joy, faith, and service."

### **Year One (Worship)**

- Recruit, train and retrain all lay worship leaders
- Recruit multi-generational lay readers, choir members and ushers
- Fashion prayers of the people weekly for programs of the parish and concerns of the Church for the larger world
- Coordinate efforts of Worship Committee and program committees of the parish so each program area has two services during the year that focus on their ministries
- Post all services on the website, on banners on Hampton Blvd., and in newspaper
- Explore deepening or ceasing our efforts in offering services in American Sign Language
- Run trial services during Advent and Lent for midweek services and/or healing rites
- Explore summer worship scheduling opportunities
- Coordinate with Building and Grounds Committee to paint and re-carpet the interior of the Church and begin a plan for improved interior lighting
- Have a half time Assistant Rector in place
- Children's instructional Eucharist

### **Year Two (Worship)**

- Continue work initiated in Year One
- Recruit multi-generational Lay Eucharistic Ministers
- Explore our opportunities for Hispanic Ministries and Worship
- Run an experimental alternative summer worship schedule and location
- Simplify the design of the area surrounding the chancel, especially in the seating for choir, clergy, lay Eucharistic ministers, and choir
- Explore feasibility of a youth and children's choir

### **Year Three (Worship)**

- Continue work initiated in Year One and Year Two
- Coordinate efforts of Worship Committee and program committees of the parish so ministry programs of the Church are fully integrated into our worship
- Have a full time Assistant Rector in place
- Deepen our commitment to multicultural worship ministries
- Improve the interior lighting of the Church

### **Lay Pastoral Care Committee Plan**

The objective of the Lay Pastoral Committee is to assist clergy in Christian caring for our church family and friends who are ill, experiencing problems or who are unable to attend services regularly.

### **Year One (Lay Pastoral Care)**

- Increase numbers of volunteers, seeking those with a positive, active faith, good listening skills, and a commitment to maintaining confidentiality
- Seek out volunteers from a wide range of age groups
- Continue to make regular reports of contacts to the Committee and the clergy

### **Year Two (Lay Pastoral Care)**

- Assess Year One program
- Continue to build numbers
- Fundraising?

### **Year Three (Lay Pastoral Care)**

- Assess Year Two program
- Continue to build numbers

### **Building and Grounds Committee Plan**

The Committee's three-year objective is to maintain and preserve the Church's "physical plant" in a way that is consistent with Good Shepherd's Vision. The building should be safe, inviting, and comfortable. Its condition should complement, not detract from, the worship experience and the sense of community we continue to try to build and foster.

### **Year One (Building and Grounds)**

- Generally assess what is needed to achieve the three-year objective
- Examine every room in the building and determine specific needs for paint, cleaning, plaster repairs, furniture, shelving, minor repairs on latches, handles, windows, doors, etc.
- Explore ways to make the building more efficient (insulation, caulking windows, doors, weather stripping; make sure all windows and doors close properly; programmable thermostats and timers on lights)
- Identify the resources (financial, manpower, etc.) required to meet the needs
- Gather a group of 20 committed men and women willing to be called to help with various projects to "retake" the Church ("Habitat for Humanity at Home"); make it fun and fulfilling and people will participate generously and joyfully
- Identify the occupations and areas of expertise or hobbies of parishioners and "match" them with volunteer opportunities
- Go to parishioners with requests for rugs, furniture, paintings, pictures, appliances, artwork, plants or whatever will liven up the surroundings and create a change for the better
- Concentrate in the first year on areas where we can be the best stewards of our

- financial and human resources (e.g., painting with volunteer labor)
- Coordinate with Communications Committee to “market” this ministry, recruit volunteers, and inform the congregation of activities, needs of the ministry, as well as the benefits of an attractive, functional building
  - Implement and budget for a regular maintenance schedule
  - Repaint and re-carpet the Church (nave and chancel)

### **Year Two (Building and Grounds)**

- Assess ministry and make adjustments and changes as necessary
- Identify long-term needs that cannot be addressed with volunteer labor and coordinate improvement/maintenance schedule with Finance Committee to develop a financial plan
- With Vestry involvement and Communications Committee assistance, communicate long term needs and required resources to the congregation
- Rearrange and remove some furniture in the Church to facilitate children, baptisms, weddings, funerals, choir, clergy in the front and walking and reception in the back; chairs can be used when needed in some of these areas
- Purchase a new piano

### **Year Three (Building and Grounds)**

- Meet with other committees to determine a “wish list” of intermediate and long range physical plant improvements that would enhance their ministries
- Coordinating with Finance Committee, determine whether such improvements are financially feasible and budget for them as appropriate
- Provide a means of better lighting, preferably by over head skylights of some sort, or if need be, electrically

### **The Role of the Vestry**

The Vestry will have a large role in implementing the long range plan. Most committees will have a Vestry liaison appointed to them. Ideally, the Vestry liaison would not serve as the committee chair or even as a true “functioning” member of the committee. Rather, the liaison’s function is to guide the committee in the context of the Mission and the Vision, to oversee implementation of the Vestry’s strategic goals, and to facilitate communication between the committee and the Vestry. It is the Vestry’s role to:

- improve internal processes where existing processes are an obstacle to the efficient execution of the strategic goals
- oversee Good Shepherd’s ministries and ensure that the Mission and the Vision are being fulfilled
- provide understanding, advice and guidance in i) evaluating a ministry, ii) planning the future of the ministry, and iii) developing annual plans and budget requests for the ministry

In addition, one member of the Vestry will be appointed to assist all of the committees with assessing their ministries and evaluating their growth and performance. This Vestry member will help the committees develop evaluation criteria and put “accountability” into a ministry. The assessment would help the committee measure what more the ministry could be doing, what new resources might create a substantial “return on investment” for the ministry, new ways to market the ministry, and whether the ministry should be redirected or scaled back. These evaluation criteria would include:

- How does the ministry support the Mission?
- How does the ministry move us toward the Vision?
- What are the required resources (financial and other), including a three-year expense projection?
- What are the income projections (if any)?
- What is the level of participation needed for success?
- What is the marketing plan (what is the “target” audience? how are they being invited?)
- Who is being served and how are they benefiting?
- How does one measure the success of this ministry?
- What is the plan for recruiting volunteers?

Ultimately the purpose of these assessments is to determine the potential of a program and to help maximize that potential. Only if a ministry has no potential to significantly contribute to the image and Mission of Good Shepherd will its value be questioned.

## **OUR PROCESS**

We used the “Voices of Vision” process to develop the long range plan. This process was designed by Cary Gray Kelly of Alexandria, Virginia, our outside consultant. In addition to designing the process, Cary trained our Long Range Planning Committee to facilitate the focus group meetings, prepared a report summarizing the findings of those meetings, and led two Vestry retreats in which we revised the Mission Statement, crafted the Vision Statement, set long range goals, and brainstormed ideas for achieving them. Many of Cary’s ideas, and several of her wonderful phrases, appear in this report without attribution. The Vestry is grateful to Cary for her energy, enthusiasm and leadership as we developed the long range plan.

Lisa Chandler chaired the Long Range Planning Committee, which laid the early groundwork for the long range plan, interviewed prospective consultants, and facilitated the small group discussions. The members of the committee were John Deal, John Meek, Denise Nisbett, Randy Noe (Vestry liaison), and Mark Warlick. The Vestry thanks the Long Range Planning Committee for its hard work and commitment to the project.

Finally, the Vestry would like to acknowledge the role of our Rector, Robert Davenport. While this project was driven by the Vestry and the Long Range Planning Committee, Robert was cheering us on. He gave us the inspiration and confidence to undertake this task, and he was there for us with his usual calm guidance when we needed it.

**Delivery of the Mission, Vision, and Plan**

This document was approved by the Vestry and formally presented to the congregation in a special worship service celebrating the long range plan on May 18, 2008.