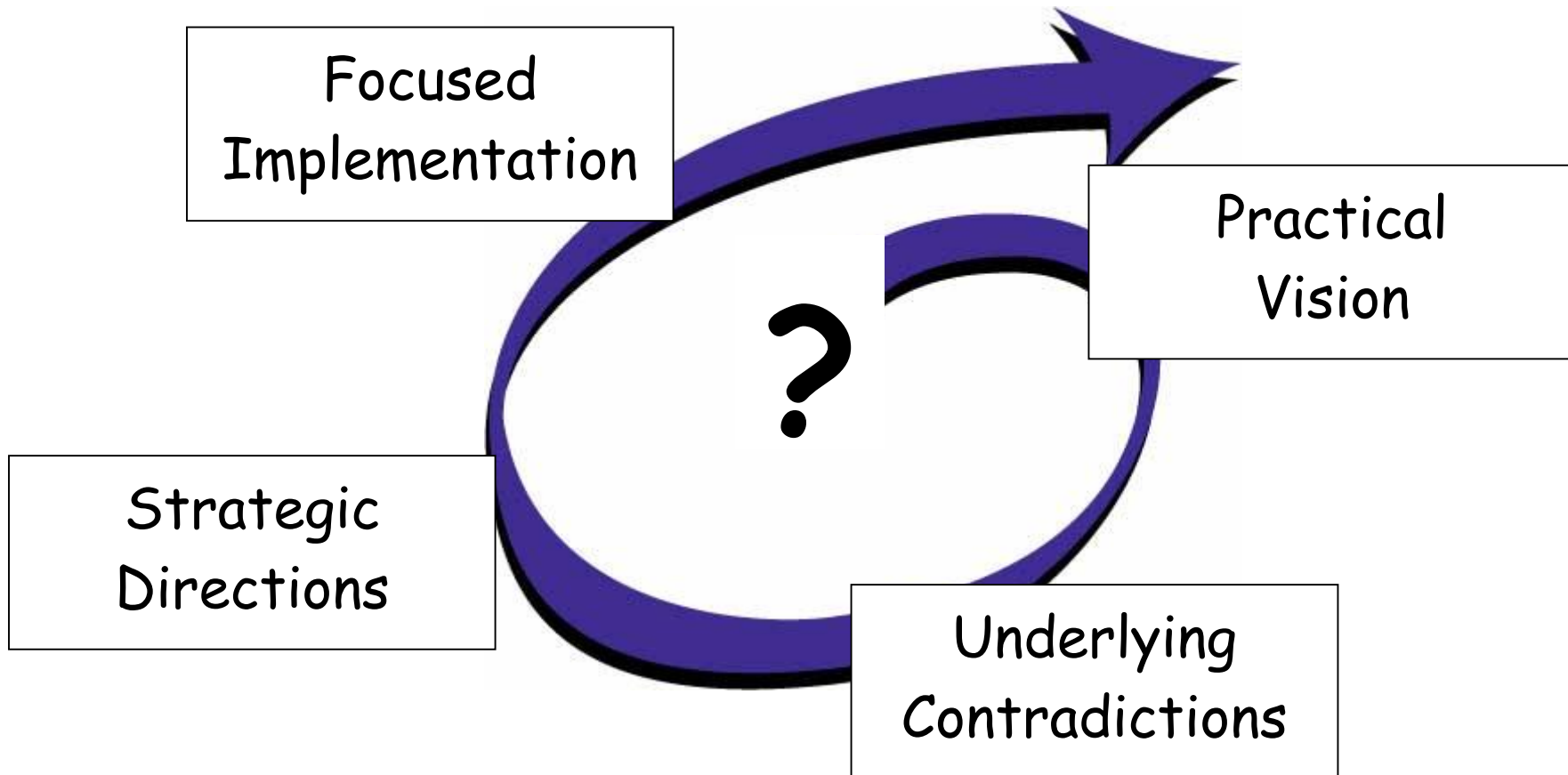


**Top® PARTICIPATORY STRATEGIC PLANNING PROCESS**

**The Top® Participatory Strategic Planning Process** used in the development of this plan begins with a **Central or Focus Question** for Planning that comes out of the group's environmental scanning and organizational assessment. In the retreat, participants work to answer that question from 4 different perspectives: **Practical Vision** (What do we want to see in place in 3-5 years' time as a result of our efforts?), **Underlying Contradictions** (What is currently blocking the full realization of our vision?), **Strategic Directions** (What practical, creative actions can we take, in the next year or 2, to deal with our contradictions and move us towards our vision?), and **Focused Implementation** (What will we actually do in the next 12 months, next 90 days to get moving on this? Who will do what?).

*ToP® is a registered trademark of The Institute of Cultural Affairs who developed this Participatory Strategic Planning Process*

**FOCUS QUESTION:**

As Good Shepherd of the Hills Church, what steps do we need to take in the next 3-5 years as a Missional Church to meet the needs of our neighbors, strengthen the discipleship of our members, and welcome our community into knowledge of Christ, so that God’s light and love flow out like a great river?

**PRACTICAL VISION**

WHAT DO WE WANT TO SEE IN PLACE IN 3-5 YEARS’ TIME AS A RESULT OF OUR EFFORTS?

SUPPORT FOR DISADVANTAGED	COMPASSIONATE CARE	ENERGIZED STEWARDSHIP INITIATIVES	VIBRANT SPIRITUAL CONNECTIONS	EMBRACING HISPANIC COMMUNITY	DYNAMIC YOUTH INVOLVEMENT			
<ul style="list-style-type: none"> <li>➤ More focused on outreach – deepening &amp; more involvement</li> <li>➤ Expanded outreach</li> <li>➤ Valley Interfaith Project</li> <li>➤ Expanded Gold Mine (space and volunteers)</li> <li>➤ Communication to community regarding available ministries</li> </ul>	<ul style="list-style-type: none"> <li>➤ Adult day care for seniors</li> <li>➤ Be more “single friendly”, e.g. odd number of seats</li> <li>➤ Reactivate Heart to Heart</li> <li>➤ In-reach Follow-up</li> <li>➤ Publicize healing service (sign out on Cave Creek Rd.)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Focus on conservation/energy efficiency</li> <li>➤ Increase handicapped parking</li> <li>➤ Strengthen our financial base</li> <li>➤ Expand Rector’s discretionary forum for emergency needs</li> <li>➤ Communication to church members about ministries needing volunteers</li> </ul>	<ul style="list-style-type: none"> <li>➤ Development of spiritual direction &amp; renewal opportunities</li> <li>➤ Expanding spiritual and intellectual offerings outdoor services (Carefree, El Pedegral)</li> <li>➤ Evensong or Compline once a month</li> <li>➤ Raising up more deacons</li> <li>➤ Prison ministry</li> <li>➤ Open community prayer group/everyone welcome</li> <li>➤ Expand EFM/EFM at night to include non-retired</li> </ul>	<ul style="list-style-type: none"> <li>➤ Implement full Latino ministry</li> <li>➤ Broaden relations with the Hispanic community</li> <li>➤ Laundromat</li> <li>➤ Neighbors to be able to use playground</li> <li>➤ English-Language Learning (ELL) (formerly ESL) Program/Expand tutoring to adults</li> </ul>	<ul style="list-style-type: none"> <li>➤ Expand youth ministry and Sunday participation/Youth participation in Worship</li> <li>➤ Children’s Choir</li> <li>➤ Youth Center</li> <li>➤ Growing Young Families</li> <li>➤ Growing our Membership</li> <li>➤</li> </ul>	<ul style="list-style-type: none"> <li>➤</li> <li>➤</li> </ul>	<ul style="list-style-type: none"> <li>➤</li> <li>➤</li> </ul>	<ul style="list-style-type: none"> <li>➤</li> <li>➤</li> </ul>



**FOCUS QUESTION:**

**UNDERLYING CONTRADICTIONS**

WHAT IS BLOCKING US FROM MOVING TOWARD OUR VISION?

MINDSET OF SCARCITY	ENTHUSIASTIC DISCIPLESHIP GET DIMMED	PERCEIVED RESOURCE SCARCITY	INSUFFICIENT: INTENTIONAL ONE ON ONE CO9MMUNICATION	HOPE-STRANGLING FEAR	YOUTH NOT INTEGRATED	SKILL BUILDING INADEQUATE
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<ul style="list-style-type: none"> <li>➤ Cyclical Nature of commitments, Valley shuts down in the summer</li> <li>➤ Prioritizing Time</li> <li>➤ Families having 1,001 activities throughout the week (school, sports, dance, scouts, etc.)</li> <li>➤ Human Resources: Leaders</li> <li>➤ Human Resources: Worker Bees</li> <li>➤ For boots on the ground, we need inflow of new ministry participants</li> <li>➤ Need People (more involvement)</li> <li>➤ Enthusiastic Leadership</li> <li>➤ Busy members</li> <li>➤ Supervision &amp; Maintenance for Laundromat</li> <li>➤ Older Demographic</li> <li>➤ Geography of the Parish (distances)</li> <li>➤ Encouraging Lay Ownership</li> </ul>	<ul style="list-style-type: none"> <li>➤ Varying Levels of Christian Maturity in congregation (do we really believe we are Christ in this world/in our community?)</li> <li>➤ Culture (being the hands &amp; feet of Christ)</li> <li>➤ Churchianity (more isn't better)</li> <li>➤ Connecting vision to the congregation</li> <li>➤ Having an energizing vision</li> <li>➤ Not utilizing the existing mission structure</li> <li>➤ Disappointment with prior processes</li> </ul>	<ul style="list-style-type: none"> <li>➤ \$\$ need to prioritize; need more</li> <li>➤ Need money &amp; resources</li> <li>➤ Physical space for activities</li> <li>➤ Evening service (clergy &amp; participant availability)</li> <li>➤ Evaluation of current ministries</li> </ul>	<ul style="list-style-type: none"> <li>➤ Communication leads to awareness leads to participation</li> <li>➤ People-powered communication works best</li> <li>➤ Lack of understanding of overall demographics</li> </ul>	<ul style="list-style-type: none"> <li>➤ Fear of "the other"</li> <li>➤ Fear of unknown, rejection, being sucked dry</li> <li>➤ Courage to change</li> <li>➤ Reluctant participants</li> </ul>	<ul style="list-style-type: none"> <li>➤ "out of sight, out of mind" (we need to get more involved with our own youth)</li> <li>➤ Youth not incorporated into larger congregation or worship</li> </ul>	<ul style="list-style-type: none"> <li>➤ Outreach for seniors, sick disabled (training! Needed)</li> <li>➤ Cultural and language barriers</li> </ul>
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**FOCUS QUESTION:**

As Good Shepherd of the Hills Church, what steps do we need to take in the next 3-5 years as a Missional Church to meet the needs of our neighbors, strengthen the discipleship of our members, and welcome our community into knowledge of Christ, so that God's light and love flow out like a great river?

**STRATEGIC DIRECTIONS**


What innovative, creative, substantial actions can we take to deal with our underlying contradictions and move us towards our vision?

Spread	Tell	Make	Engage	 <p><b>I</b> Build Trusting Relationships Through Service</p>
➤	➤	➤	➤ ➤	
Learn	Instill		Inspire	 <p><b>II</b> Elevate Stewardship as a Deliberate Way of Life</p>
➤ ➤	➤		➤ ➤	
Embrace			 <p><b>III</b> Create Motivating and Unifying and Communications</p>	
➤ ➤				
➤			 <p><b>IV</b> Build Transformational Faith</p>	



**FOCUS QUESTION:**

As Good Shepherd of the Hills Church, what steps do we need to take in the next 3-5 years as a Missional Church to meet the needs of our neighbors, strengthen the discipleship of our members, and welcome our community into knowledge of Christ, so that God's light and love flow out like a great river?

**FOCUSED IMPLEMENTATION:** What will we actually do in the next year? In the next 90 days?

	<b>Current Reality</b>	<b>First Year Accomplishments</b>	<b>2-3-year success indicators</b>
 <p><b>I</b> <b>BUILD TRUSTING</b> <b>RELATIONSHIPS</b> <b>THROUGH</b> <b>SERVING</b></p>	<ul style="list-style-type: none"> <li>➤ Already present: Tutoring Program</li> <li>➤ GS Youth Ministry in community through Schools</li> <li>➤ "Gatherings" meal Fellowship</li> <li>➤ Fellowship of Gold Mine Regular Customers</li> <li>➤ DOK</li> <li>➤ Purse Project</li> <li>➤ Opportunities: Valley Interfaith Project</li> <li>➤ Mentoring visitors one on one</li> </ul>	<ol style="list-style-type: none"> <li>1. Understanding our role in working with VIP</li> <li>2. Ecumenical services planned</li> <li>3. Develop mutually beneficial friendships &amp; learn from Hispanic neighbors</li> <li>4. Formalize program with women next door: Identify Spanish speaker to serve as interpreter/connector; Secure instructor(s); identify participants, day/time for classes; and start E.L.L. (English Language Learner) classes</li> </ol>	<ul style="list-style-type: none"> <li>➤ Working with VIP Reps and changing Legislature.</li> <li>➤ Local Churches are in partnership</li> <li>➤ Need for Spanish Language service met (determined) and started</li> <li>➤ 50% of Congregation is active in Outreach</li> <li>➤ There is a larger number Leaders working with Youth Ministry</li> <li>➤ More kids are touched and connected as a result</li> <li>➤ Current Students are now becoming Leaders</li> <li>➤ Partnership with FCC where multiple adults are served with Enrichment and Activities</li> <li>➤ Youth Active in Worship</li> <li>➤ More Visitors have become members</li> <li>➤ At one-year Planning follow-up 50% of Congregation attends</li> </ul>
 <p><b>II</b> <b>Elevate Stewardship</b> <b>as a Deliberate Way</b> <b>of Life</b></p>	<ul style="list-style-type: none"> <li>➤ Have Stewardship Committee in place</li> <li>➤ Year-round stewardship is not in place</li> <li>➤ Only see stewardship as \$\$</li> <li>➤ Testimonials not yet in place</li> <li>➤ Campaign short of budget</li> </ul>	<ol style="list-style-type: none"> <li>1. Set several Sundays to recognize and celebrate a ministry or program area (attract new people to get involved) (like EFM Sunday)</li> <li>2. Attend Dombek stewardship training</li> <li>3. Develop community recognition of Good Shepherd: be more explicit to</li> </ol>	<ul style="list-style-type: none"> <li>➤ Balanced budget or surplus</li> <li>➤ 20/80 flipped to 80% active</li> <li>➤ New understanding of stewardship - not just \$\$</li> <li>➤ Lively spiritual lives - internal and external</li> <li>➤ Celebrations of accomplishments in church ("fruits" recognized)</li> </ul>






	<ul style="list-style-type: none"> <li>➤ Good management helps meet deficit</li> <li>➤ Deficit is growing</li> <li>➤ Seasonal community</li> <li>➤ Time volunteers work elsewhere needs to be celebrated</li> <li>➤ Use model beyond business -- generosity</li> </ul>	<p>Gold Mine workers and customers regarding Good Shepherd's purpose for the gold Mine</p> <ol style="list-style-type: none"> <li>4. Develop Telecare program</li> <li>5. Challenge congregation to serve God</li> <li>6. 's people in their vocations and places and affirm spiritual gifts number of giving units is equal to or greater than 110</li> <li>7. Develop and communicate list of church ministries (areas that people can get involved with) mission Council has already developed this list</li> </ol>	<ul style="list-style-type: none"> <li>➤ Celebrate individual work as disciples in other volunteer settings</li> <li>➤ No gaps in service (esp. summer)</li> </ul>
 <p><b>III</b> <b>Create Motivating and Unifying and Communications</b></p>	<p><b>Current Reality</b></p>	<p><b>First Year Accomplishments</b></p>	<p><b>2-3-year success indicators</b></p>
	<ul style="list-style-type: none"> <li>➤ The Voice</li> <li>➤ Vestry Shepherd list contacts</li> <li>➤ Church bulletin</li> <li>➤ Website</li> <li>➤ E-mail blasts announcements</li> <li>➤ Annual meeting</li> <li>➤ Long-term members not in the know</li> <li>➤ Bulletins don't go home</li> <li>➤ Information overload</li> <li>➤ Coffee hour conversations good</li> <li>➤ Use of "open &amp; Welcome" process for newcomers</li> <li>➤ External community - Gold Mine flyers</li> </ul>	<ol style="list-style-type: none"> <li>1. Gold Mine flyer - new take</li> <li>2. More participants from Good Shepherd in Las Posadas, Dia de Los Muertos</li> <li>3. Regular press releases</li> <li>4. Flyers - door knob hangers inviting people to Good Shepherd, the Church of Many Blessings</li> <li>5. Have recipients of outreach support come and visit/take photo for press release</li> <li>6. Develop take home announcement sheet</li> <li>7. Develop communication "czar"</li> </ol>	<ul style="list-style-type: none"> <li>➤ Everybody is reading church material (Voice, etc.)</li> <li>➤ Shepherds are calling sheep, sheep know their shepherd</li> <li>➤ Shepherd callers are expanded appropriately (not just vestry members)</li> <li>➤ More folks involved in external and internal (unin????)</li> <li>➤ Larger community is more aware of Good Shepherd</li> <li>➤ Good Shepherd is widely known as "Church of Many Blessings"</li> <li>➤ Take home announcement sheet has been developed and is in use</li> </ul>
 <p><b>IV</b> <b>Build Transformational Faith</b></p>	<p><b>Current Reality</b></p>	<p><b>First Year Accomplishments</b></p>	<p><b>2-3-year success indicators</b></p>
	<ul style="list-style-type: none"> <li>➤ EFM</li> <li>➤ Fr. Nordon's Classes</li> <li>➤ Adult Formation Classes</li> <li>➤ Centering Prayer 2 sessions each week)</li> </ul>	<ol style="list-style-type: none"> <li>1. 2-3 new EFM members</li> <li>2. Make Mission Council list of ministry areas more well known</li> <li>3. Celebratory Follow-up meeting for the strategic planning process (next spring)</li> </ol>	<ul style="list-style-type: none"> <li>➤ More involvement in ministries</li> <li>➤ People answering their "calls" to ministry</li> <li>➤ Signature of a daily walk that requires faith; being in places of discomfort</li> </ul>

	<ul style="list-style-type: none"><li>➤ DOK Book Studies &amp; Annual Retreat</li><li>➤ Sermons</li><li>➤ Youth Ministry</li><li>➤ Your Evangelizing</li><li>➤ Tutoring Program</li><li>➤ Developmental Stage of Adults: More folks openly speaking of faith than before</li><li>➤ Senior Outreach</li><li>➤ No Weeknight Services</li><li>➤ Personal Evangelization</li></ul>	<ol style="list-style-type: none"><li>4. Growth of self-image as spiritual leader, not only mundane (??)</li><li>5. Identify lay leader to take on monthly Evensong</li></ol>	<ul style="list-style-type: none"><li>➤ So many young people that Jarrod needs and assistant</li><li>➤ At coffee hours we are hearing intentional discussion connected to our faith</li><li>➤ Monthly Evensong service</li></ul>
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**FOCUSED IMPLEMENTATION:** What will we actually do in the next year, In the next 90 days? Who will do it? When?

	2 <sup>nd</sup> Quarter - Apr/May/Jun	3 <sup>rd</sup> Quarter - Jul/Aug/Sept	4 <sup>th</sup> Quarter - Oct/Nov/Dec	1 <sup>st</sup> Quarter - Jan/Feb/Mar
 <p><b>I</b></p>	➤	➤	➤	
 <p><b>II</b></p>	➤	➤	➤	➤
 <p><b>III</b></p>	➤	➤	➤	➤