

Zion Presbyterian Church - Session Partnership Grant Proposal

April 28, 2006

Mission Statement of Zion Presbyterian Church

Welcoming all, we gather together as a caring church family, to give thanks and worship God, to learn from the teachings of Jesus, to nurture faith and grow in spirit, and to joyfully share God's love by serving others.

Basic Information

Zion Presbyterian Church

N13 W28771 Silvernail Road

Pewaukee, WI 53072

262-646-3256

office@ZionChurchPew.org

<http://ZionChurchPew.org>

Contact Person: Carolee Heinen, Clerk of Session

Current Church information

- Membership: 78
- Worship attendance: 40 (2005 average)
- Involvement of Members, other than worship
 - 9 deacons
 - 9 elders
 - committee and task force involvement
 - about 60 of the 78 members have been involved in one or more of the following: as parish council representatives, presbyters, committee work (Christian Education, Worship, Fellowship, Membership, Promotion, Building and Grounds, Nominating, PNC, parish committees, Property, Stewardship, Vision, Art Fair, Audit), music leadership, Christian Education teachers and leaders, youth program leaders, leaders and participants in mission projects, church officers (treasurer, financial secretary, moderator of the Diaconate, Clerk of Session), and as former deacons and elders.
- Percentage of Members Paying Per Capita – 100% (Per Capita is a budgeted item paid by the Session)
- Involvement in the Community:
 - Cooperating Congregations of Waukesha County (major fund drive to raise money for their Clothes Closet renovation)
 - Interfaith Care Giving Network (spring/fall yard cleanup for the disabled/elderly, snow shoveling, screening applicants, monetary gift)
 - Waukesha County Food Pantry (food/monetary donations throughout the year, a special Thanksgiving Basket project, special cereal drive)
 - Pewaukee Interfaith Lay Council Food Pantry (volunteers for special projects, Zion member is president of this organization)

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- Waukesha Christmas Clearing Council (provide Christmas gifts for two families)
- Highway Clean-up Project
- General Assembly Mission (One Great Hour of Sharing, Peace and Joy Offerings), General Mission Pledge (2006 - \$3000 for Shared Mission Support.)
- Youth/Adult mission trips (plans being made for a 2006 summer project)
- In the recent past: Haiti project and Heifer International Project
- Serving each other at Zion and in the Kettle Moraine Parish

Description of Project

This project is designed to jumpstart the 5 year plan of the newly independent Zion Presbyterian Church to grow from a family-sized church of 78 members to a pastoral church of 120-150 members. The Session Partnership project will help fund several components of that plan:

1. Aggressive and creative means to attract, recruit and hire a talented, growth oriented full-time permanent minister. This component is specifically designed to identify energetic pastoral candidates called by a desire to achieve church growth in the second fastest growing county in Wisconsin and to shorten the overall recruitment cycle.
2. Supplement a full time Minister's salary requirements during the initial three years of the five year growth plan.
3. Develop a framework for congregational growth with a new pastor, partnering with the Presbytery, Synod, and using consultants and other external resources as required.
4. Enable an engineering evaluation of the current facility to establish its long-term viability and options for expansion and/or improvement to support a pastoral sized congregation and meet the needs of the church and local communities.

Total funding requested is \$73,500 over three years. For each of the next three years, \$22,000 would be allocated to recruiting and to supplement initial salary requirements. In the first year an additional \$7,500 would enable a church building evaluation. The funding request is summarized below.

	Year 1	Year 2	Year 3	Total
Recruiting & Pastor Salary	\$22,000	\$22,000	\$22,000	\$66,000
Church Building Evaluation	\$7,500	0	0	\$7,500
TOTAL				\$73,500

Table 1- Proposed Grant Distribution

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Rationale for Project/ History Leading to Project

Beginning April 1, 2006, Zion Presbyterian Church began operation as a Church, independent of the Kettle Moraine Parish after 37 years of ecumenical cooperation with other member churches. As was discerned during the recent parish redevelopment probe, the Parish structure has had the effect of creating a “glass ceiling” which limited growth of the individual parish churches. Zion is located in an area of rapid residential development that presents an exceptional opportunity to achieve church growth. The congregation is energetic and eager to embrace bold actions to achieve growth to better serve the congregation, local and global communities.

Through a series of recent discernment activities the congregation has expressed interest in:

1. Growing in size from a “family church” to a “pastoral church” (We envision a membership of 150 within the next 5 years.)
2. A desire to increase involvement in the local and global communities.
3. A desire to embrace strong focused pastoral leadership.
4. A desire to be a “destination church” where people come, not because it’s in the neighborhood, but because there is something special that the church offers.
5. A desire to have our neighbors know who we are, where we are and what we do.
6. A willingness to take risks and invest boldly to achieve these goals.

For a more detailed description of events leading to this proposal, see **Appendix C** – History Leading to this Project.

Goals of the Project

Goal 1 - Successfully and quickly recruit and call a full time minister committed to achieving and continuing the long-term vision and mission of Zion Presbyterian Church.

Funding: See Goal 2.

In order to be successful in achieving our growth, we need to find a minister who will share our vision, and who will use the foundation we prepare using this grant to provide a framework for church growth. We believe that selecting an appropriate minister is of key importance to our growth. Finding the right person may require us to look well beyond the local area, and potentially move the minister here from a distant location. We anticipate a need to use innovative approaches to find and attract potential candidates. Along with more traditional pastor search methods, we have considered the possibility of using a recruiting service, advertising in “trade” publications, conducting recruiting visits to seminaries, and targeted mail campaigns. Even if we do the search in more traditional methods, our potential candidate selection will be greater if the geographic area of the search is not limited. The costs associated with travel to see and talk with candidates that are more than a few hours drive can quickly add up, and strain the resources of the congregation, leaving little for normal budgeted items, including the cost of the new

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minister's salary. We hope to find a minister close to home, but we must budget for costs associated with a more extensive and more expensive search.

Goal 2 – Retain a fulltime minister during execution of the growth plan with salary requirements supplemented during the initial three years of the five year growth plan.

Anticipated annual grant \$22,000/year for each of 3 years (remainder by pledges and reserve.)

Our congregation is committed to supporting a full-time minister. We believe that a full-time minister, dedicated to helping the congregation at Zion fulfill God's purpose, is necessary to attract and retain new members.

However, at current membership and giving levels, annual income is not sufficient to support a full time minister's salary and benefits while also meeting operating expenses. To be self sustaining, we estimate that a membership of 120-150 members is required and is achievable in our rapidly growing communities. Zion's Session has expressed a willingness to invest boldly to achieve its growth vision. A possible funding scenario (Figure 1) suggests using pledges, endowment and grants to "jump start" the five year growth plan. The use of grant monies would diminish as success in growth is achieved. Once

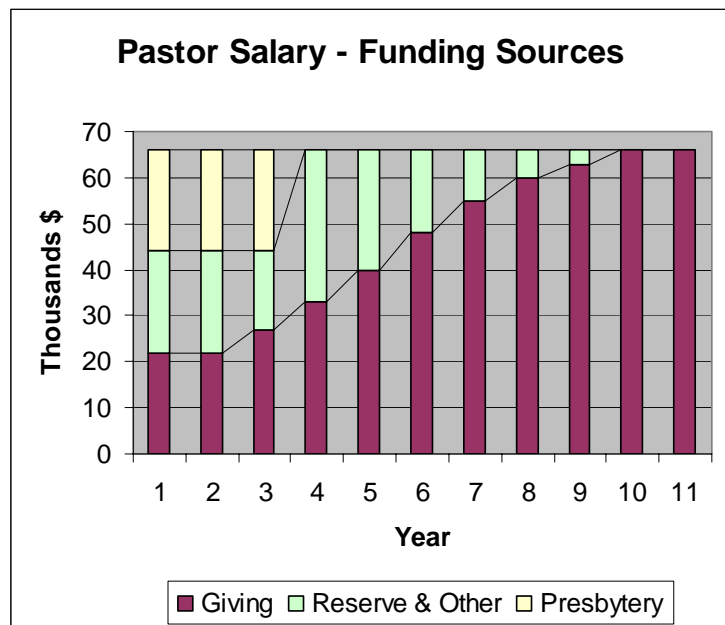


Figure 1 - Pastor Salary Funding Scenario

a minister has been called, our greatest need will be for funds to help the congregation support the minister's salary during the first three years of the five year time period we estimate it will take to increase our member base. Depending upon the success achieved and the growth framework established, it may be necessary to seek funding from other sources (e.g. Presbytery, Synod or General Assembly,) after the first three years of the project.

Goal 3 – Develop a framework for growth during the first year with a new minister. The congregation, in conjunction with the new pastor, will develop a church growth strategy using consultants, workshops and other external resources. The strategy will focus on developing programming and outreach activities that will generate and support growth.

(Resources include Zion Pastor, church members and those from the Presbytery and/or Synod.)

We envision that our growing faith community will be a place "...where seekers and sages alike find renewal through study, music, art, prayer and fellowship; where we are called to share and serve others in need, healing what is broken and celebrating what is good." In order to meet this

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vision, we will need to provide training both for our new minister and our congregation to develop expertise in areas that will further our vision, and provide for and sustain our growth.

At this point we have a general framework that includes the first steps toward growth. Some of the programming to support this vision is already in place. Much of the talent and enthusiasm that will be needed to develop additional programming currently exists within the congregation. However, as Rev. Lindsley's report noted "...there appears to be scant knowledge of how change can be effectively initiated, maintained, and embedded in a congregational system." We are lacking in expertise, and are in need of ideas and focused leadership.

The new minister and members of the congregation together will begin a planning and training phase in order to strengthen the framework for growth. We anticipate this planning phase may take up to a year, as the minister and congregation come together to determine the future direction of our church. With the support and coaching of the presbytery, we hope to find ourselves positioned for potentially bold and innovative initiatives to increase our outreach and membership in a manner that effectively serves the visions, goals and needs of the congregation. We would then enter a two- to five-year implementation phase.

We discussed the concept of Zion serving as a laboratory for the study of church growth and development, where various services and resources of the Presbytery could be leveraged and exercised for the purpose of achieving growth in a community where all of the demographics suggest that conditions are ripe. This experiment, aside from achieving growth at Zion, would serve as the playing field upon which the various functions of the Presbytery could be exercised, developed and sharpened. The planning and implementation stages will be documented such that, if successful, the growth model we develop can be duplicated in other small churches within the Milwaukee Presbytery and across the country, to leverage this model into other successes.

We propose using existing funds along with grant funds to train a team of members, along with the new minister, who will work toward several goals, including but not limited to the following:

- Developing a communication plan and an outreach plan that will both help our community and make us more visible in the community.
- Reevaluating our worship service and Christian education programs to better support the needs of our worship community. This may include partnering with other churches and organizations to provide more youth and adult Christian Education opportunities.
- Developing mission partnerships within the presbytery and ecumenically with other local churches and organizations in order to make Zion more visible in the community, and to promote growth in this manner.
- Learning about and working with the existing presbytery resources, with presbytery personnel coaching us to better understand, keep up with, and utilize these resources.
- Attending workshops on church growth, stewardship, mission, Christian education and programming to train to assist our congregation in developing appropriate strategies.
- Engaging the services of stewardship professionals (e.g. the James Company,) as suggested in Rev. Lindsley's report, to raise the annual giving.

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Goal 4 - Conduct an engineering evaluation of the current facility to establish its long-term viability and identify options for expansion and/or improvement to support a pastoral sized congregation and meet the needs of the church and local communities. Anticipated cost during the first year \$15,000 (shared between Partnership Grant and Zion general fund.)

To embark on a growth plan requires that the viability of the existing church building be clearly understood. Zion is blessed with a beautiful sanctuary; however, in a successful growth campaign, the sanctuary would soon reach its worship capacity. The building also lacks appealing and accessible classroom, meeting, and fellowship space. Remodeling of the basement level has been limited because of periodic flooding. Several recent maintenance projects have removed rotted wood, drywall and mildew infestations. The building exterior is not particularly inviting. Rev. Lindsley's development report stated that the church building was "...a significant barrier to growth."

Coordinated by the building assessment task force, an engineering evaluation is planned to better understand the facility's strengths, weaknesses and possibilities and to determine what facility changes are required or even possible to support the growth vision. Some potential changes may include one or more building additions, remodeling the interior and/or exterior, or selling the existing building and grounds and relocating to an area that is more visible.

Have there been other attempts to achieve these goals?

No. This time period offers a unique opportunity for the congregation at Zion Church to pursue our new goals. In the past, our commitment was to both the welfare and mission of Zion Church, and that of the Kettle Moraine Parish. Therefore, although growth was always possible as part of the parish, it was not a necessity for the sustenance of the congregation. As a newly independent church it is an ideal time to redirect church life from a "maintenance style" to one of energetic ministry, mission and growth

With the planned dissolution of the Kettle Moraine Parish on March 31, 2006, the congregation at Zion has been examining our individual and collective talents and has prepared a new mission and vision for our future. Therefore, this is really the first opportunity that Zion has had to aggressively pursue these goals. However, a critical examination of our assets and goals provides a bleak but realistic picture. Without financial assistance from the Presbytery, we are caught in a classic "Catch 22." Because of the current small size of our congregation, we will not be able to fund our goal of calling and supporting a full time minister to help us grow. Conversely, without hiring a minister to share our vision, it is unlikely that the congregation will be able to grow enough on our own to support a full time minister before our funds and energy are exhausted.

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Evaluating The Project

Success will be measured by achieving the following milestones:

1. Calling a full time minister within 12 months of creating the CIF
2. Completing a building assessment by April 1, 2007.
3. Engaging a new minister in a framework for growth during the first 6 months of hire.
4. Incremental annual increases in membership, worship attendance and giving during the first 3 years of the project with a net increase in membership of 25 by the end of year 3.
5. Incremental annual increases in community involvement (participation in or hosting of community oriented events.)

We anticipate that success with this project will stimulate the need for future grants or loans to accomplish necessary facility improvements to support larger worship services, greater visibility, aesthetic appeal, and increased community use. These would be in support of later phases of the overall growth strategy.

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Appendicies

Appendix A - Zion Mission Statement

Appendix B - Zion Vision Statement

Appendix C – History Leading to this Project

Appendix D - Zion Presbyterian Church in 2011 (Vision Committee - *Draft*)

Appendix E - Summary from Small Group Discussions (October, 2005)

Appendix F – Possible Budget – 2006-2010

Appendix G – Rev. Lindsley Development Report for Zion Presbyterian

Appendix A – Zion Mission Statement

Mission Statement

Welcoming all, we gather together as a caring church family, to give thanks and worship God, to learn from the teachings of Jesus, to nurture faith and grow in spirit, and to joyfully share God's love by serving others.

Appendix B – Zion Vision Statement

Vision Statement

Zion will be a growing faith community –

- Where long-standing members join with newly-received members to experience spirit-filled worship that informs, comforts, and challenges.
- Where people from many faith backgrounds, ages, and talents are nurtured and encouraged by one another to thoughtfully explore the meaning of God's love in their lives and the world.
- Where seekers and sages alike find renewal through study, music, art, prayer and fellowship.
- Where we are called to share and serve others in need, healing what is broken and celebrating what is good.

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Appendix C - History Leading to this Project

Zion Presbyterian Church has participated as a member of the Kettle Moraine Parish for some 37 years. The Parish was a cooperative effort between as many as 6 churches sharing ministers, administrative staff and programming. Although the Parish model was effective in keeping these small churches afloat, it also had the effect of limiting each Church's growth and flexibility. The parish model supported the status quo, and pastoral staff efforts were, of necessity, diffused and unable to focus on the specific needs and opportunities facing individual churches. In 2005 the Kettle Moraine Parish made the decision to dissolve by March 31, 2006.

The Zion congregation has been aggressively involved in the steps leading to the Parish dissolution, actively participating in the Parish's redevelopment probe, conducting its own retreat and small group meetings, holding a "Discovery Sunday" (where a large percentage of our normal worshipers visited other churches in the area, regrouping to discuss worship styles, marketing, community need, etc.) Through this period the congregation has focused on discerning the path that Zion should take in meeting the needs of its members, the local community and the greater church.

Zion's has remained relatively stable in terms of both membership and worship attendance. New members and confirmands have kept pace with member deaths and transfers. In recent years, however, there has been a notable change in the complexion of worship attendees and church leadership. Many new "faces" have stepped up to leadership or committee roles as the church begins to define its vision and mission. In some respects there has been a "changing of the guard," and a general desire and willingness to embrace change.

In the recent retreat and small group processes it became apparent that the membership is interested in:

1. Growing in size from a "family church" to a "pastoral church" (We envision a membership of 150 within the next 5 years).
2. A desire to increase involvement in the local and global communities.
3. A desire to embrace strong focused pastoral leadership.
4. A desire to be a "destination church" where people come, not because it's in the neighborhood, but because there is something special that the church offers.
5. A desire to have our neighbors know who we are, where we are and what we do.

The area surrounding Zion Presbyterian church is one of the fastest growing regions in Wisconsin. It is a suburban/semi-rural church in a location that lacks identity with a specific community. Politically it is in the Town of Delafield with a Pewaukee mailing address. There are five zip codes and 13 named communities within the 5 mile radius of the church.

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Appendix D – Zion Presbyterian Church in 2011 (Draft)*

- The church will have a dynamic and innovative full time minister.
- The church's worship services will be a variety of worship experiences to attract new members and satisfy current members.
- Worship content and programming will support and fulfill the spiritual and emotional needs of the congregation.
- The church will have developed and instituted a dynamic program to increase its membership.
- The church will have 150 members.
- The church will have developed adequate facilities to meet the needs of its programs and congregation.
- The church will be actively engaged in serving the needs of the local community.
- The church will have a focused outreach/mission with broader member and community participation.
- The church will have become physically more visible and will look more like a church.
- The church will be more attractive and have greater "curb appeal."
- The church's facility will be used by many local community groups.
- The church will have functioning communities that meet the needs of our people such as:
 - an active program to attract teens.
 - a functioning women's group.
 - a functioning men's group.
- The church will have an adult education program that will enhance the spiritual growth of the congregation.
- The church will have a Sunday school program for ALL ages.
- The church will have appeal to young families (babies/youth/teens).
- The church will have a worshiper age profile typical of a sustainable or growing congregation.

* - This document is currently a work in progress by the Zion Vision Team.

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Appendix E - Summary from Small Group Discussions (October, 2005)

Our Purpose

- Learning, Caring, Sharing -OR- Feeding people, Feeding Souls
 - caring for each other
 - being a safe harbor
 - growing spiritually through
 - worship & praising God
 - increased membership involvement
 - learning about faith (Christian education for all ages)
 - raising children in the faith
 - reaching out to the community in mission

What will we look like in the near future (by the end of next year)

We will...

- Have a clear vision
- Have a new minister/be seeking a new minister
- Be independent
- Have a plan
- Change worship time
- Expand the Christian Education program
- Have better physical visibility of the building
- Host more community events
- Celebrate some successes
- Use better financial stewardship
- Use better advertising
- Have more members

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What will we look like by 2011 (five years)

We will...

- Have grown in
 - Number of members
 - Number of children
 - Financial ability
 - Talents
 - Ideas
- Offer more programming
 - Youth
 - Christian education for children & adults
 - Men's group
- Be a "destination church", that is, a church people come to because it offers something that is worth driving to (as opposed to a community church that draws people because of its location/proximity to where people live)
- Have more involvement by more members (not just core)
- Share a vision to thrive
- Have a new/better Sunday School area
- Change physical appearance of building
- See Sunday attendance 50-100 people
- Have two worship services, maybe different styles
- Have a new name
- Worship in a way that both comforts and challenges
- Have a minister who has been with us for a while

What do we have to share?

Community that is caring, warm, friendly, like family

Safe harbor

Home for spiritual growth

Generous mission

Good preaching

Challenge + comfort

Open & accepting

Good worship

Good music/choir

Size that allows people to know each other

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Who do we want to share these with?

The unchurched

Youth

Those who are seeking meaning, friendship, safety, community

The lonely

Those who share the church's vision

Geographic neighbors

Emotional/spiritual neighbors

What is God's intention for Zion Presbyterian?

"Learning, Caring, Sharing"

"Feeding People, Feeding Souls"

"Turn it up and turn it out"

God allows us to choose

To survive

To grow

To thrive

To be an instrument of change in society

To come in (receive) AND go out (serve)

To be a presence in Waukesha county

Take care of church family and community

Serve good "soul food"

Not be complacent

Love God and neighbor; keep it simple

Help others

Be challenged

Remember this is all for God's glory, not ours

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How do we want to live out our vision? Vision Path things

Mission to children with handicaps (developmental and/or physical)

Mission of feeding (Food Pantry, St. Mathias, CCWC)

Building used as a tool to serve the community (host AA groups, scouts e.g.)

Variety in worship experience

Change physical appearance of building

Improve Sunday School space

Change/improve visibility

 Better able to see the building from road, highway

 Church is better known in the community

Change name to better reflect who Zion is

 “Zion” sounds old-fashioned

 new name to reflect vision/purpose (e.g., Bread of Life Church)

Change location

Gain 15 new families

Endowment invested to make something happen

Christian education opportunities for all ages

Vacation Bible School for the community, maybe target audience

Spiritual growth through Bible study, men’s & women’s groups

Host programs of interest to community

Advertising/marketing

Write a business plan, develop our product and market our product

Care for Aging

Program for teens

Health and wholeness

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Appendix F - Possible Budget 2006-2010

	2006	2007	2008	2009	2010
Expenses					
Pastor w/Benefits	\$45,000	\$56,000	\$66,000	\$68,640	\$71,386
Recruiting	\$12,000	\$10,000			
Operating Expenses*	\$60,000	\$62,400	\$64,896	\$67,492	\$70,192
Building Projects	\$15,000	???	???	???	???
TOTAL	\$132,000	\$128,400	\$130,896	\$136,132	\$141,577
Income					
Giving	\$60,000	\$64,000	\$70,000	\$84,000	\$105,000
Reserve	\$22,000	\$22,000	\$22,000	\$38,383	\$24,558
Gray Mare Preschool	\$6,000	\$6,240	\$6,490	\$6,749	\$7,019
Interest	\$15,000	\$13,000	\$11,000	\$7,000	\$5,000
Session Partnership	\$29,500	\$22,000	\$22,000	\$0	\$0
Other (Synod, GA,)	\$0	\$0	???	???	???
TOTAL	\$132,500	\$127,240	\$131,490	\$136,132	\$141,577
Income - Expense	\$500	-\$1,160	\$594	\$0	\$0
Projected Members at Year End	78	88	103	123	150

* Mission expenses are accounted for in operating expenses or are a "pass through"

A Development Report To Zion Presbyterian Church

July 25, 2005

Rev. Dana F. Lindsley, Consultant

A pilgrim was walking a long road when one day he passed what seemed to be a monk sitting in a field. Nearby men were working on a stone building.

"You look like a monk," the pilgrim said.

"I am that," said the monk.

"Who is that working on the abbey?"

"My monks," said the man. *"I'm the abbot."*

"It's good to see a monastery going up," said the pilgrim.

"They're tearing it down," said the abbot.

"Whatever for?" asked the pilgrim.

"So we can see the sun rise at dawn," said the abbot.

Introduction and Purpose

This report is part of a consulting process arranged by the Kettle Moraine Parish redevelopment probe team. The report is informed by visits to Zion Church by the consultant, interviews with the pastors, an open interview session with the congregation, discussions with governing body representatives, and demographic research.

The purpose of the report is to give the church some suggestions and concepts for the future.

Observations

- **Presently Zion has about 38 families, and a membership of 76 persons.** Those figures have not changed substantially in many years. Without some major change in the congregation there will likely not be any growth in membership.
- Those with whom I spoke exhibited a **healthy sense of spirituality** and desire to grow spiritually. This is likely one of the best assets of Zion and can form the foundation for future growth.
- **Another strength is the congregation's professed experience of being a "safe" place**, that is, a place where people are honest with each other, are willing to share on a deep inter-personal level, and where differences are accepted.
 - This is positive in that authenticity is an engaging trait for attracting new comers.
 - However, given the observed homogeneity of the congregation the closeness of the congregation may leave little room for new people. This observation was amplified by the professed identity of the congregation as "family" and not much beyond that was identified as a core sense of who Zion is.
- **There appears to be some risk-aversion** in the congregation, which is not unusual at all in such churches. There seems to be a fear of losing any members and a strong sense of comfort with who and what the church now is. However, current circumstances call for significant risk-taking in order to find sustaining growth for the future.

- **There seems to be an awareness of the resistance to change** in the congregation and that implementing change is very challenging. However, there appears to be scant knowledge of how change can be effectively initiated, maintained, and imbedded in a congregational system. Previous changes, especially in the building, seem to have come when there were significant financial gifts to the congregation. Those kinds of gifts cannot be relied upon in the future, nor should they be the primarily motivating factor in initiating change.
- **The church building, though well-maintained, is a significant barrier to growth.** The outside is not inviting and may feel to many as a fortress that will take significant effort to penetrate. The interior of the sanctuary is small and appears on a normal Sunday to be full, that is with about 80% of the seats filled. The message the sanctuary gives to some visitors is that Zion is a small church and that there isn't much room for new people. Navigating the inside of the church may feel confusing to the visitor ... there is no immediately apparent gathering space or entry in the worship area.
- Zion has long relied upon **the Parish** to maintain many parts of their church life. With the likelihood that the Parish will be dissolving, the church will need to initiate and sustain these programs and services. An example of this is a communication system in the church which was long provided in the Parish newsletter.

Statistics

According to the 2004 statistical report of Zion to the General Assembly:

- Over the last ten years the overall giving to the congregation has increased approximately 33%.
- The average contribution per member was \$572.00 as compared to the national average in the Presbyterian church of \$1001.20.
- Church membership has essentially stayed the same over the last 10 years.
- Average worship attendance has essentially stayed the same over the last 10 years.
- According to Percept Demographics for the 3 mile radius around and north of the church the population has increased 32.7% over the last 15 years.

Development Suggestions

“Now the Lord said to Abram, ‘Go from your country and your kindred and your father’s house to the land that I will show you.’” Genesis 12:1

It is time for Zion to leave their familiar country and launch forth into the unknown. It is time for Zion to use its gifts and desires in spiritual discernment to seek God’s leading to some unknown land.

Discerning God’s Will

It is essential that the church explore what is God’s will for them. Much discussion has centered around what the members want for their church and themselves. But the future belongs to God. To discern God’s will the following is suggested:

Congregational Discernment

Following every worship service there be a time of prayer/discussion/discernment focused on the following questions, one question per Sunday, then once all the questions have been addressed, the cycle of questions is repeated at least once. It would be best that someone who is not a member of the church lead these experiences. Key points of each Sunday's experience should be written on newsprint and posted in the church.

- What do we need to do to hear God and know God's will for our church?
- What is God calling us to do for:
 - The good of our members?
 - The good of the community around us?
 - The good of Christ's church?
- What new life can come out of the resources God has given Zion?
- What is the thread that ties together Zion's story?
- What is the biblical story that best captures Zion's current situation?
- What is God asking us to let go of in order to bring new life?
- What is God wanting you to do:
 - With your individual life?
 - With your church life?
- What are the many options God is providing for the future of the church?
 - Where is the Spirit of God in each of the options?

Group Discernment

A three-part division of labor is necessary for navigating the future.

1. The session needs to focus their energy on managing the church. Their focus should be on such things as:
 - a. Maintenance of worship
 - b. Maintenance of the building
 - c. Initiating regular communication instruments
 - d. Addressing intentional and vigorous stewardship programs
 - e. Keeping the programs going
2. The "vision team" or whatever it is named needs to focus on the following:
 - a. Experiencing their own discernment process
 - b. Learning about church development, change and church health
 - i. And sharing their learnings with the congregation
 - c. Exploring new avenues for the church's worship, mission and ministry
3. The "partnership team" to explore options of sharing ministry with other congregations particularly for the near-term future.

The Vision Team

Experiencing their own discernment process can be done by one or both of the following steps:

- Inviting people from Delafield, Jerusalem, Perserverance, North, and Bethany Churches to talk about how they discerned the future of their congregation and what the experience was like for them.

- Use the book Discerning Your Congregation's Future by Roy Oswald and Robert Friedrich (The Alban Institute, 1996) to pursue a deliberate effort with the congregation to find out divine directions for the future.
- Use chapters 6, 7, 8 of How to Change Your Church by Alan Nelson and Gene Appel as the discussion topics for vision team meetings. Each chapter ends with discussion questions.

The Partnership Team

This team might pursue these avenues:

- Pursue a discussion among themselves and with the congregation about the many options possible for Zion as a small church as listed in: “Some Options for Churches” which is attached to this report.
- Talk to the other churches in the Kettle Moraine Parish, and other churches in the wider area, about potential partnerships that might:
 - Share resources, pastors, or programs
 - Result in a merger, consolidation, nesting, etc.
- Ask for a partnership with Session Partnerships of the Presbytery of Milwaukee who can join the conversation, provide outside resources, give objective advice, share historical perspective, give denominational polity as it relates to Zion, etc.

Other Development Suggestions

- **Financial per member giving** to the congregation is well below the national average even though Zion is located in a community that is becoming wealthier. This begs for more effective stewardship programs. Immediately, and without delay, the congregation should engage the services of church stewardship professionals for the purpose of raising the annual giving, and perhaps giving to a future building or building renovation. Two suggestions come immediately to the front:
 - The Presbyterian Church, USA, provides through its national offices “Church Financial Campaign Services”. They guide the congregation through a very deliberate and specific stewardship program.
 - The James Company is a private firm in the Milwaukee area that has provided specific guidance for stewardship programs in a number of our congregations. Their approach is vigorous, which is exactly what Zion needs right now, and it is very successful.
- Start a **congregational newsletter** that is sent not less often than monthly. Focus the newsletter on the work of the session, the vision team, and the partnership team. Although a newsletter costs money to print and to mail, the benefits of such an effort far outweigh the costs for Zion at this time.
- The congregation needs to continue to **take risks**, to experiment, and to explore new things. Although some of these risks may not have great results, the actual effort will help the congregation see itself as moving into a new future that is different from the past. Even risks in small areas is helpful. Talking of the urgency of risk taking to discover the future is also very helpful. Celebrate the successful risks, learn from the risks that do not pan out.

- **The building** is a significant barrier to the future of the congregation. Even major renovation will likely be an ineffective and expensive alternative. It is suggested that the congregation start talking about and planning for the purchase or construction of a new building. It is also suggested that given the hidden location of the church that a new site be sought. With the value of its present property, its large endowment, and its giving potential, the church has far more assets and wherewithal to accomplish such a change that it presently admits.

Conclusion

With the dramatic changes in the Kettle Moraine Parish, Zion Church is at a time of great potential. This consultant sees that Zion can have a growing and viable future if the church is willing to take risks and build upon its interest in spirituality. However, some things of the past that are loved and give comfort will need to be torn down in order to see the light of the dawn of a new day.

Respectfully submitted,
The Rev. Dana F. Lindsley, consultant
July 25, 2005