



IMMANUEL LUTHERAN



Strategic Plan

2013 – 2020

Developed by:

2013 Council March 2013

Approved by:

Congregation April 2013

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Summary

Immanuel Lutheran Freeport IL has been blessed with vision and leadership that has brought about spiritual and financial growth since its inception in 1877. Through the early vision and plans for Immanuel, the property has grown to its current location which supports a church, school, and child development center. The original plans have been achieved and a process for regular strategic planning was implemented in spring 2013 by members of the Church Council in order to prayerfully plan for meeting the spiritual needs of a changing demographic and decreasing residency of the community. The planning initiated in 2013 was developed to bring focus to the reality of our community and its changing needs while meeting our Christian responsibility to grow God's kingdom with purpose and intend.

The plan established is based on the following beliefs and identified steps in achieving our goals:

- Immanuel has been blessed w/ Talents- Defined talents/strengths of Immanuel and its Council
- God has a Purpose- Defined where Immanuel will focus its resources
- Plans require Action- Agreed upon deliverables with owners to move them forward
- Action requires Leadership -We will have grown in our relationship as leaders for Immanuel

Prior to establishing the new strategic direction, the following resources were analyzed:

- Community Demographics
- Immanuel Demographics- Church
- Immanuel Demographics- School
- Immanuel Demographics- CCDC
- High School Expansion Recommendation
- Our Budget History
- Our Property needs
- 2010 Survey Results
- 2012 Church "post it" exercise
- Council board history
- Lutheran School Reality, by Reed Sander

Vision & Scope

Critical to the strategy used for growing God's Kingdom at Immanuel is that we stay focused on our mission, to be a Christ-centered family, engaged in mission, sharing the love of Jesus Christ through Word and Sacrament. Key in that mission is that as a member, we, as individuals are engaged in the missional intent.

The following will also be observed by 2020 as a result of achieving the goals strategically set:

- Individual members at Immanuel will be involved in regular worship & an outreach program in mission
- Our community will recognize Immanuel as an engaged church
- We will have proactive care of our Church Property with minimal emergency volunteer work needed
- We will have a simple & proactive approach to eliminating any weaknesses or barriers to staying focused on worship & outreach
- We will have a common message in declaring our Christ centered family

The vision for Immanuel is reliant on three key factors that all of Immanuel's initiatives align and with the goal that all Immanuel members become:

Enlivened by the Gospel
Empowered with its Gifts
Engaged in the Community

This will be accomplished by:

1. A planned and deliberate outreach to meet the needs of our faithful members, our inactive members and the community at large, as we proclaim the life-giving sacrifice of Jesus Christ (Mercy)
2. Being Missional in our efforts to spread God's message through word and action (Witness)
3. Growing in the fellowship God is creating in us (Life Together)

Decisions and plans going forward will insure that current financial needs and constraints are understood prior to implementing change. The Governing Board intends for current success factors to be maintained through the creation of clear & measurable expectations on the front end for any new initiative; regular and timely evaluation of effort achievements, and timely communications to the congregation regarding changes made and financial implications as well as their results.

Additionally, it is critical that the following criteria be met when any initiative is being considered:

- Must not conflict with established Constitution, by-laws or policy
- Any new projects/programs require research and budget planning, a funding source established, contingency plan developed in the event that goals are not met, and an assessment timeline
- Requires approval of the Governing Board to move forward

Strategic initiatives

In order to achieve the sustainability of Immanuel's future and minimize the weaknesses of the past, the following four initiatives will be implemented under the direction of the Immanuel Governing board through the staff and other leaders at Immanuel. The board will take responsibility to insure that any conflicting direction, including budget implications are resolved prior to moving forward.

1. A planned and deliberate outreach to meet the needs of our faithful members, our inactive members and the community at large as we proclaim the life-giving sacrifice of Jesus Christ.
2. Actively live our mission to be a Christ-centered family engaged in mission, sharing the love of Jesus Christ through Word & Sacrament with focus on God's plan for is people in the creation and growth of His family y in mission.
3. Fellowship created through understanding our walk as a Confessional Lutheran, meeting the needs of our brothers in Christ and delivering a common message to bring others to Christ
4. Develop and implement plans to provide proper care of Immanuel property and its growth for the future.

Financial Summary

The following details provide an overview for budget, budget scope, timeline, resources and any constraints applicable to the strategic plan.

(This section needs to be inserted by the board)

Additional Activity

In addition to the strategic efforts, the following activities, along with their board facilitator, were identified as requiring resolution.

- | | |
|--|-------------------|
| 1. Simplify our operating structure by moving to a Governing Board | J Sasse |
| 2. Establish a budget for the repair and maintenance of the church property | G Popp |
| 3. Establish clear accountability for paid staff | R Schultz |
| 4. Establish effective, accurate and swift communication across all channels | R Schultz |
| 5. Review weaknesses and identifying measure to reduce or eliminate | R Schultz |
| 6. Complete an internal baseline audit of finances | L Luy |
| 7. Develop & implement a clear and strong marketing & communication plan | Special Committee |
| 8. Define, plan & implement Operational needs | Special Committee |
| 9. Plan for accomplishing & measuring outreach | Elders |
| 10. Develop & approve a Church mission Fun formula | Special Committee |

The following need to be added in 2014:

- | | |
|--|-----------|
| 11. Develop succession plans for key positions | R Schultz |
|--|-----------|

Results from these activities will also be included in the regular strategic plan updates.

Supplemental Plans

Clear ownership of the following supporting plans is needed to insure that the plan moves forward.

Lead:

School Growth Plan	D Green
Short term investment strategy	L Luy
Membership Growth Plan	R Schultz
Capital Plan	tbd
Budget	tbd

Growing our Mercy

<h1 style="writing-mode: vertical-rl; transform: rotate(180deg);">Growing our Mercy</h1>	<p>Initiative: <i>A planned and deliberate outreach to meet the needs of our faithful members, our inactive members and the community at large as we proclaim the life-giving sacrifice of Jesus Christ.</i></p>	<p>End State:</p> <p>The majority of members at Immanuel will be involved regularly in one of multiple worship services available</p> <p>The majority of members at Immanuel will be engaged in or leading one of the many outreach program in mission that have been established</p> <p>The community will recognize Immanuel as an engaged church due to the activities offered in fellowship and the Christ centered approach that a member takes to respond to the needs of their neighbor.</p>
	<p>Activities:</p> <ul style="list-style-type: none"> • Develop plans that provide deliberate outreach that meets the needs of the following: <ul style="list-style-type: none"> ○ Faithful members ○ Fallen members ○ Community at large • Insure plans include: <ul style="list-style-type: none"> ○ Defined focus ○ Analysis of current membership status and updated records ○ Analysis of current outreach efforts to determine their effectiveness and level of involvement • Definition and metrics have been established for “active” membership 	
	<p>Milestones:</p> <p>June '14 Education program and staffing needs are defined</p> <p>Dec '14 Congregational approval on new educational programs</p> <p>Dec '15 75% increases in congregational involvement observed</p>	
	<p>Benefits:</p> <ul style="list-style-type: none"> • Needs of our Immanuel families will be met • Community needs will be met in a Christ centered way • The seeds of Christ’s salvation will be planted 	

Growing our Witness

<p>Initiative: <i>Actively live our mission to be a Christ-centered family engaged in mission, sharing the love of Jesus Christ through Word & Sacrament with focus on God’s plan for is people in the creation and growth of His family y in mission.</i></p>	<p>End State:</p> <p>Have a simple & proactive approach to eliminating weaknesses or barriers to staying focused on worship & outreach</p>
<p>Activities:</p> <ul style="list-style-type: none"> • Define our measure for “involvement/engagement” • Define specific areas of focus • Identify the strengths of faithful members • Identify needs within the community • Implement a Christ centered response to the identified needs • Develop a school program designed to meet the needs of our community • Establish a timeline to reach a goal of 95% of our “active” members involved in witness and mission 	
<p>Milestones:</p> <p>June ’14 All motions made are implemented within 6 months of approval</p> <p>June ’14 Reduction in meetings and steps involved in the approval process</p> <p>Sept ’14 A combined budget calendar implemented</p>	
<p>Benefits:</p> <ul style="list-style-type: none"> • The talents & energy of our Church family will be used to grow God’s kingdom 	<p>Success Measures:</p> <ul style="list-style-type: none"> • 90% of all activities are focused on our mission • 95% of our “active” members are involved in witness and mission • Called staff gifts and talents are being fully utilized • A zero based budget for Church, School & CCDC

Growing our Life Together

<h1 style="writing-mode: vertical-rl; transform: rotate(180deg);">Growing our Life Together</h1>	<p>Initiative: <i>Fellowship created through understanding our walk as a Confessional Lutheran, meeting the needs of our brothers in Christ and delivering a common message to bring others to Christ.</i></p>	<p>End State: Have a common message in declaring our Christ centered family</p>
	<p>Activities:</p> <ul style="list-style-type: none"> • Plans will be established to understand our walk with Synod Lutherans • Planning will take place to be recognized as a single identity of Immanuel • Needs of our Immanuel families will be identified and addressed • Action plans will be established to insure current relationships will be maintained Reach out to engage in new relationships • Measurements will be established and plans developed to insure that Immanuel grows its catechetical faith as Lutherans 	
	<p>Milestones:</p> <p>Sept '14 Partnerships are established with other Lutheran Schools in NWIL</p> <p>Dec '14 A clear, concise & consistent message is being spoken by our Immanuel family (Elevator Speech)</p>	
	<p>Benefits:</p> <ul style="list-style-type: none"> • Being a Missouri Synod Lutheran establishment is the driver for our decisions and existence rather than current fads or priorities 	

Care for God's Gifts to Immanuel

<p>Initiative: <i>Maintaining a plan to achieve an ongoing zero based budget</i></p>	<p>End State: Have proactive care of our Church Property with minimal emergency volunteer work needed</p>
<p>Activities:</p> <ul style="list-style-type: none"> Identify our needs for both volunteer and paid staff 	
<p>Milestones: March '14 Adequate staff has been budgeted for properties</p>	
<p>Benefits:</p> <ul style="list-style-type: none"> Ability to maintain what has been developed to the Glory of God 	<p>Success Measures: Property budget is in place for maintaining property by December '14</p>

SWOT Analysis

Consideration was given to the outcomes from a SWOT analysis developed during the original strategic planning. The information within the analysis was the foundation for the discussions leading to the agreed upon goals.

Strength

- Confessional Lutherans that are Christ-centered in mission
- Christ centered formal education of students for 135 years
- A Child Development Center
- Caring members
- Legacy of member support for school and church
- Leadership that focus on respect, love, and reasonability in discussions
- Resources to manage Immanuel including a Principal, CCDC Director, an associate pastor and DCE
- Engagement in “Quiet mercy” through acts of kindness & outreach
- Property has ample space for growth

Weaknesses (potential):

- We are mission minded rather than “missional”
- The needs within our mission are great and the resources to deliver are finite
- Less than half our members participate in worship at our church on a weekly basis
- God’s gifts to our paid staff are underutilized
- Cost of education exceeds the revenue that is taken in
- Supporting Church Mission Funds is inconsistent in how its applied
- Board chair positions are sometimes difficult to fill
- Potential new leaders have not been positioned to try new approaches (“that’s how we’ve always done it”)
- Council meetings are focused on process rather than priorities
- Council & Boards have an opportunity to better understand Biblical roles & relationships within the Council

Opportunities (potential):

- Establish a priority to worship and God’s House (the Church) in its care
- Simplify the operating structure and empowerment
- Clearly defined ownership of responsibilities
- Apply consistency to accountabilities
- Provide effective, accurate and swift communication across all channels

Threats (potential):

- Area demographics impacts opportunity for growth
- Reduced job markets of the community reduces financial impacts

- Declining involvement in churches overall
- Declining incomes for families to support the cost of education

Results on Plan as of June 2014

Success Measures	Milestones	Owner	Goal Date	Status
Growing Our Mercy				
	Congregational approval on new educational programs		Dec '14	
	Education program and staffing needs are defined		June '14	
	75% increases in congregational involvement observed		Dec '15	
A Christ centered response has been established to meet the specific needs: <ul style="list-style-type: none"> ○ Faithful members ○ Fallen members ○ Community at large 			Dec '20	
95% increases in congregational involvement observed			Dec '20	
Growing Our Witness				
90% of all activities are focused on our mission			June '14	
	Reduction in meetings and steps involved in the approval process		June '14	
Called staff gifts and talents are being fully utilized			Sept '14	
95% of our "active" members are involved in witness and mission			Dec '20	
A zero based budget for Church, School & CCDC			Dec '14	
	A combined budget calendar implemented		Sept '14	
	All motions made are implemented within 6 months of approval		June '14	

Success Measures	Milestones	Owner	Goal Date	Status
Growing Our Life Together				
Immanuel is identified in the community as a unified entity that does not separate church from school or CCDC			Dec '20	
	Partnerships are established with other Lutheran Schools in NWIL		Sept '14	
	A clear, concise & consistent message is being spoken by our Immanuel family (Elevator Speech)		Dec '14	
Caring for God's Gifts to Immanuel				
Adequate property budget is in place for maintaining property			Dec '14	
	Adequate staff has been budgeted for properties		March '14	

Immanuel Strategic Summary Change Log

Date of Change	Section impacted	What changed	Reason for change	Editor(s) of Change	Date Approved	Source of Approval
5/17/14	All	Format to the original 2013 Strategic Plan changed and additional content added	Provide clarity to original document & formatted for work in progress & updates	J Sasse		