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4/1/2020

Zion Lutheran Church, School, and Preschool

Strategic Plan 2020 - 2025

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4550 MT. RUSHMORE RD
RAPID CITY, SD 57701

Dear Brothers and Sisters in Christ,

It is the pleasure of the Zion Strategic Planning Committee to submit, joyfully and prayerfully, their months-long efforts for your consideration in this 2020-2025 Strategic Plan. This committee was comprised of both new and longtime members, including high school students, retirees, and all ages in between. The work is the result of multiple surveys; input from the Church, School, and Preschool community; hours of meeting and discussion; writing and rewriting; and above all else, love and prayers.

The Committee was tasked to examine strengths and weaknesses of current ministries and to consider future needs. This called for both broad thinking and specific, realistic focus on details to formulate plans and make these ministry plans work. The Committee came through with a mix of practicality and creativity that ensures the strength of existing ministries and builds excitement for the possibilities of new opportunities.

But, above all, we share excitement for Zion's Mission – **Knowing Jesus, Growing in Faith, Serving with Love.** Excitement in the focus and the clarity that this Mission and the strategic plan give. Excitement in seeing this mission applied to all that we are and all that we do as Zion. Excitement in seeing how this Mission and the activities of this plan coincide with THE MISSION of THE GREAT COMMISSION that as the Church of Christ, as we go about our business, we make disciples, baptize, and teach the Gospel with comfort that our Savior Jesus is with us always to the end of days.

At the beginning of Psalm 127, we are reminded, "Unless the Lord builds the house, those who build it labor in vain." It is Christ's church and it is Christ's plan. We humbly place this plan and ourselves into His Hands and pray that we be faithful to Him and that we commit our work and all that we have and all that we are to His forgiveness, mercy, grace, and love.

The Lord Be with You,

Pastor Paul Winckler

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STRATEGIC PLANNING COMMITTEE (SPC)

The Strategic Planning Committee (SPC) was formed in March of 2019 and began meeting in April of that year. The current members (April 2020) of the committee are:

Kevin Aker
Ken Anderson
Hanne Burke
Lynette Epp
Hope Genzlinger
Pastor Bryan Meadows

Lorien Petersen
Kirk Rausch
Ann Solinsky
Sylvia Stoltz
Jim Westerman
Pastor Paul Winckler

MISSION STATEMENT OF ZION LUTHERAN CHURCH, SCHOOL, AND PRESCHOOL

Knowing Jesus, Growing in Faith, Serving with Love

Knowing Jesus – Having a personal relationship with Jesus as Savior through Worship, God's Word, and the Sacraments

Growing in Faith – Connecting with God and each other through the study of His Word, fellowship, and prayer

Serving with Love – Showing Christ's love through giving of our time and talents in our church and school, the community, and the world

VISION STATEMENT OF ZION LUTHERAN CHURCH, SCHOOL, AND PRESCHOOL

By the Holy Spirit, Zion will encourage all people to grow from who they are to who God created them to be.

What does this mean?

Because of sin, people are not who God created them to be. Zion, by the power of the Holy Spirit, aspires to reach members of our community, both within and beyond Zion, to help them grow in their knowledge of Jesus, grow in their faith in the Triune God, and grow in their willingness to serve others with love.

- ... for all have sinned and fall short of the glory of God... (Romans 3:23 ESV)
- But you are a chosen race, a royal priesthood, a holy nation, a people for His own possession, that you may proclaim the excellencies of Him who called you out of darkness into His marvelous light. (1 Peter 2:9)
- ³⁷ And He said to him, "You shall love the Lord your God with all your heart and with all your soul and with all your mind. ³⁸ This is the great and first commandment. ³⁹ And a second is like it: You shall love your neighbor as yourself." (Matthew 22:37-39)
- ²³ Let us hold fast the confession of our hope without wavering, for He who promised is faithful. ²⁴ And let us consider how to stir up one another to love and good works, ²⁵ not neglecting to meet together, as is the habit of some, but encouraging one another, and all the more as you see the Day drawing near. (Hebrews 10:23-25)
- ¹⁹ "Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, ²⁰ teaching them to observe all that I have commanded you. And behold, I am with you always, to the end of the age." (Matthew 28:19-20)
- "But you will receive power when the Holy Spirit has come upon you, and you will be My witnesses in Jerusalem and in all Judea and Samaria, and to the end of the earth." (Acts 1:8)

AREAS OF MINISTRY

The SPC developed a list of ministries at Zion and aligned those ministries to the mission statement.

Knowing Jesus	Growing in Faith	Serving with Love
<ul style="list-style-type: none"> • Worship (for all ages) <ul style="list-style-type: none"> ○ Weekend ○ Lent/Advent ○ Special services ○ Funerals/weddings/baptisms • Children's Message • Zion School <ul style="list-style-type: none"> ○ Chapel ○ Christmas Program ○ Graduation/special services 	<ul style="list-style-type: none"> • Children's Ministry <ul style="list-style-type: none"> ○ Sunday School ○ J.A.M. - 4th and 5th grade youth ○ Cradle Roll ○ Vacation Bible School • Youth Ministry <ul style="list-style-type: none"> ○ Jr. & Sr. Youth ○ Confirmation ○ High School Sunday School ○ High School Girls' Bible study • Adult Ministry <ul style="list-style-type: none"> ○ Devotions and weekly readings ○ Sunday morning Bible study ○ Home Bible study/small groups ○ LifeLight - Tuesday morning Bible Study ○ LWML ○ Dorcas Circle ○ New Member Class ○ Loss Support Group ○ Care Circle ○ Cancer Support Group ○ Softball ○ Prayer Chain ○ Prayer Groups • Zion School <ul style="list-style-type: none"> ○ School ○ Preschool ○ Religion class/memory work ○ Community Rate Classes 	<ul style="list-style-type: none"> • Worship <ul style="list-style-type: none"> ○ Projection ○ Sound ○ Ushers ○ Greeters ○ Readers • Children's Ministry – Vacation Bible School • Youth Ministry - Mission trips/servant events • Food Ministry <ul style="list-style-type: none"> ○ Donut/coffee hour ○ Advent/Lenten meals ○ New Member meals • Adult Ministry <ul style="list-style-type: none"> ○ LWML ○ Altar guild • Music Ministry <ul style="list-style-type: none"> ○ Choir/Praise Teams ○ Handbells ○ Organists ○ Special Music • Outreach <ul style="list-style-type: none"> ○ Cornerstone meal ○ Loss Support Group ○ Funeral committee ○ Visitation ○ Christmas caroling ○ Staff Community Connections (Police Chaplaincy, Hospital Chaplaincy, Black Hills Pregnancy Center, Hope Center) ○ Softball ○ Blood drives • Zion School <ul style="list-style-type: none"> ○ Enrichment/aftercare/summer daycare ○ Parent-Teacher League ○ Lutheran Schools Week ○ Chapel/mission offerings • Board of Directors

BOARD RESPONSIBILITIES

During a review of the responsibilities assigned to different boards at Zion, the SPC felt it was necessary to update the handbook of duties. The handbook was last reviewed in 2010. During this process, each board updated its duties and aligned them to the mission statement. The new handbook will be approved by the congregation prior to implementation.

SWOT – STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

In order to build the best strategic plan for Zion, SPC conducted a SWOT (strengths, weaknesses, opportunities, and threats) analysis, beginning with SPC members. Each SPC member was encouraged to visit with members of the congregation for additional insight before completing the exercise individually. Then a member of SPC led the SWOT exercise with each board at Zion. After sorting through all the information gathered, the SPC condensed the results into the main themes. These themes were used as a starting point for the congregational surveys. The themes are listed below as they appeared in the SWOT.

Building

- Strengths
 - Beautiful location/view
 - A/C
 - Handicap accessibility
 - School/church combination
 - Building is clean and presentable
- Weaknesses
 - Limited space for Bible Study, meeting, etc.
 - Not keeping up with technology, i.e. projector quality
 - No traditional sanctuary
 - Limited space for school
 - Location for outreach – people can't wander in
- Opportunities
 - School expansion
 - Early childhood center
 - Build a sanctuary
 - Update building/fresh look
 - Use gym for community events
 - Community garden
 - Cost-conscious expansion
- Threats
 - Not building a sanctuary
 - Lack of space threatening program growth
 - Security

Relationships

- Outside the church
 - Strengths
 - Christian education - School/preschool/daycare/VBS/youth
 - Bible study
 - Community connections
 - Friendliness with visitors
 - Billboards at holidays
 - Weaknesses
 - Lack of congregational community involvement
 - Website/communication
 - Consistency
 - Music
 - Length of service varies
 - Members not always welcoming

- Opportunities
 - Mission/servant events for all ages
 - Comfort dog ministry
 - Expansion of craft fair for more visitors
 - School expansion/early childhood program
 - Social media
 - Use gym for community events
 - Servant events at community events
 - Community garden
 - Summer reading camp
 - Military family support groups
- Threats
 - Not volunteering/complacency in our attitude toward needs
 - Lack of involvement – attitude that staff or “someone else” will do it
 - Good economy and low unemployment – “Life is good – I don’t need God.”
 - Cultural attitudes about church/religion
 - Identity and gender issues
 - Negative opinion of Zion for not being involved in community events contrary to LCMS beliefs
- Inside the church
 - Strengths
 - Multi-generational congregation
 - School/preschool/ministry staff
 - Pastoral relationships with members
 - School staff present at church
 - Positive class dynamics
 - Good connection with school families
 - United church-school relationship
 - Summer daycare
 - Fellowship opportunities
 - Warm, welcoming presence
 - Exceptional volunteers for Youth Ministry and Sunday School
 - Weaknesses
 - Involvement
 - Struggle to find congregational participation for boards, volunteers, etc.
 - Lack of follow through
 - Retaining students/families as members beyond fifth grade
 - Retaining members
 - Communication
 - Relationship-building – not many opportunities to have fun together, fellowship
 - Participation in Bible study, small group
 - New member class is vague
 - Strong personality conflicts
 - Focus on delinquent members instead of caring for current members
 - Opportunities
 - More Bible study groups
 - Developing a stewardship culture
 - Comfort dog ministry
 - Shut-in ministry
 - Develop a worker support team
 - New member program
 - Develop a Covenant for Zion members – an agreement of how we treat each other
 - Threats
 - Burnout of volunteers/staff/parents
 - Focus on selves, getting own way
 - Becoming too politically correct/partisan

Worship

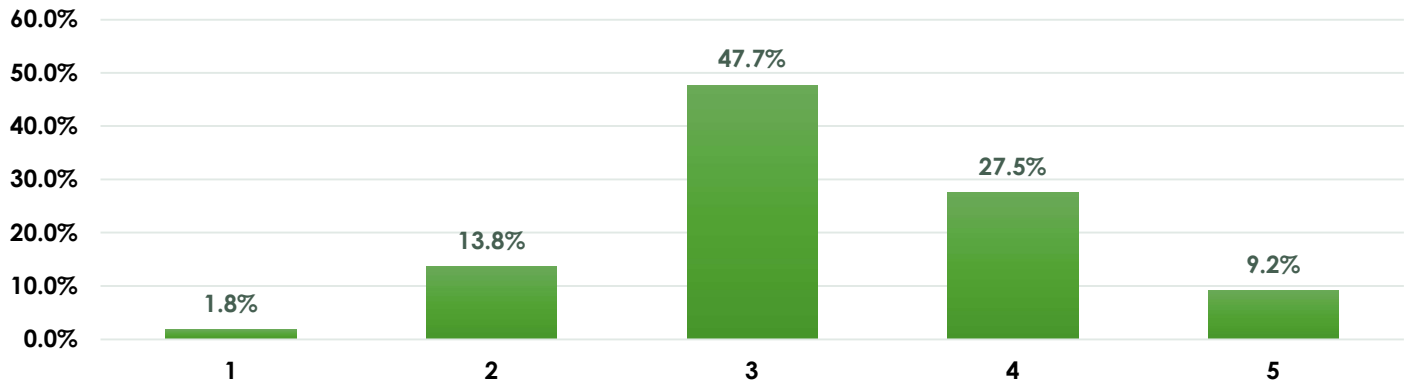
- Strengths
 - Multiple styles/opportunities
 - Good pastors
 - Doctrine
 - Children's sermons
- Weaknesses
 - Music quality and consistency at all services
 - Time – change in schedule, summer Bible study
 - Technology
 - Projection consistency
 - Website
 - Making worship services accessible to shut-ins
- Opportunities
 - What does it mean to be Lutheran? – sermons/Bible study
 - More congregational/laity participation in services
 - Recognizing milestones in faith development (baptism, first Bible, etc.)
 - Open to new things
 - Run announcements on the screen before services and on the TV in narthex
- Threats
 - Attending worship/church not a priority
 - Worship being entertainment

SURVEY RESULTS

The SPC conducted three surveys regarding trends discovered in the SWOT process. These surveys were completed by Zion members, both electronically and on paper. The results are listed below.

RELATIONSHIPS

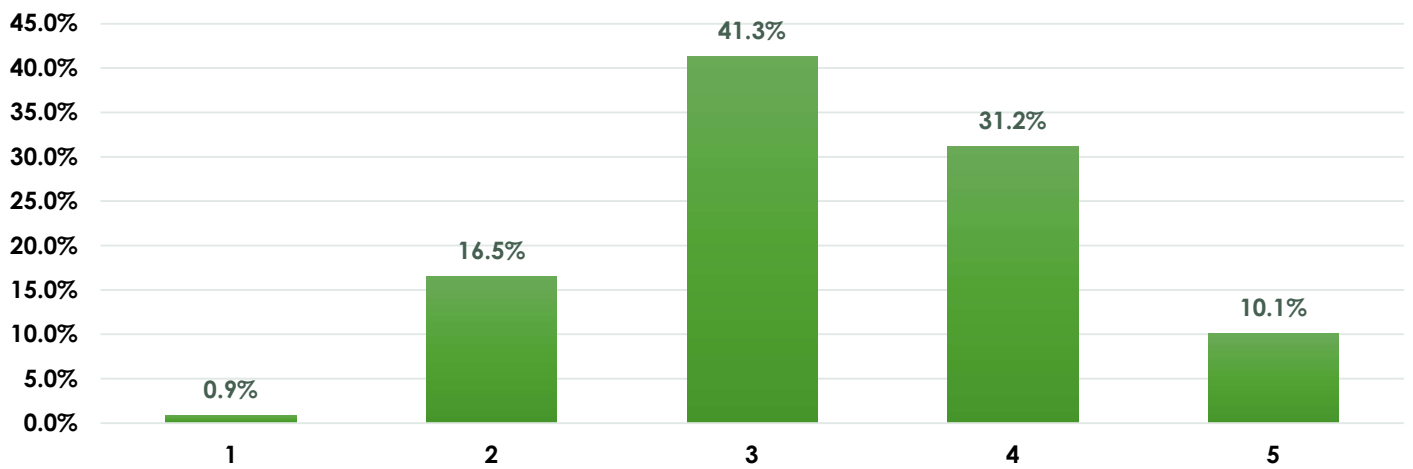
How would you rate Zion's involvement/participation in community activities and efforts?



Not at all involved

Actively engaged
in community
activities

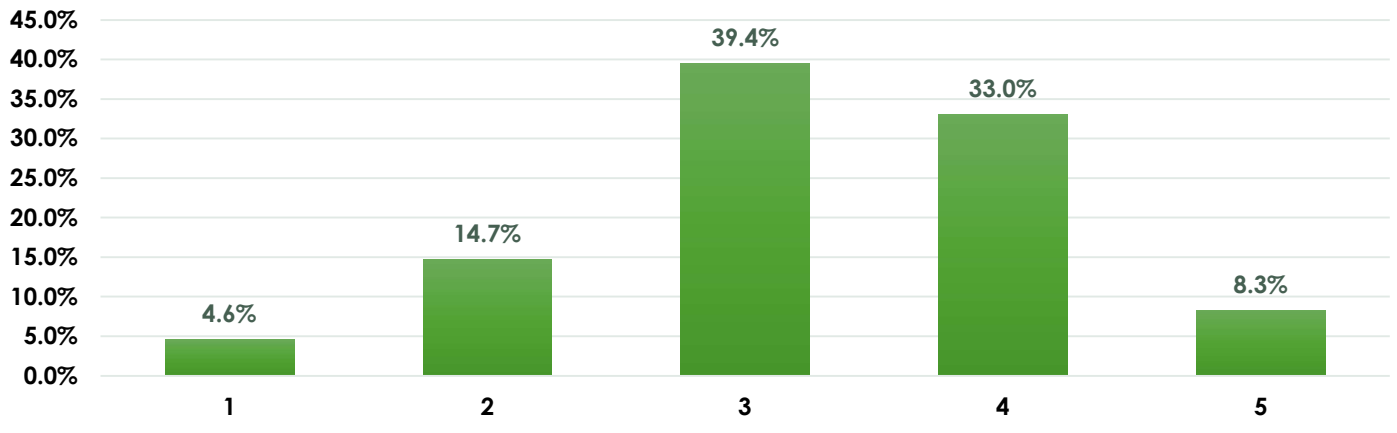
Do you feel Zion is actively involved in sharing Christ's love in the Rapid City community?



Not at all involved

Actively engaged
the community

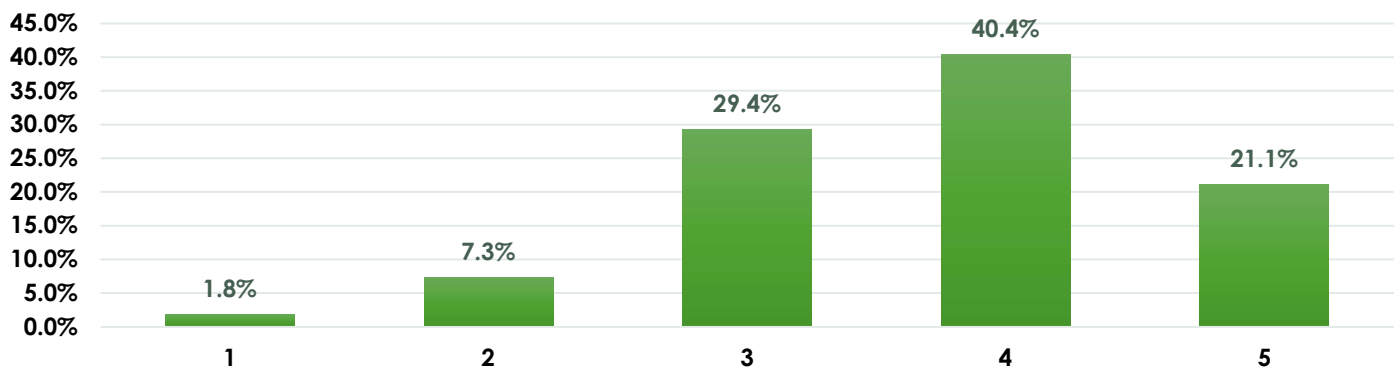
How connected do you feel the members of Zion are to one another?



Not at all connected

We are a family

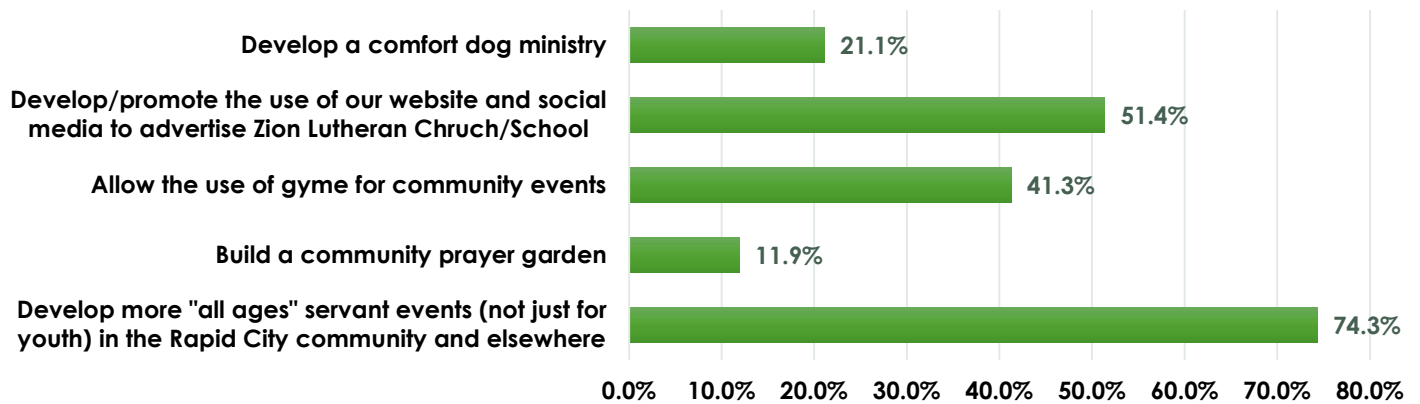
How interested would you be in attending more fellowship events at Zion to get to know other members better?



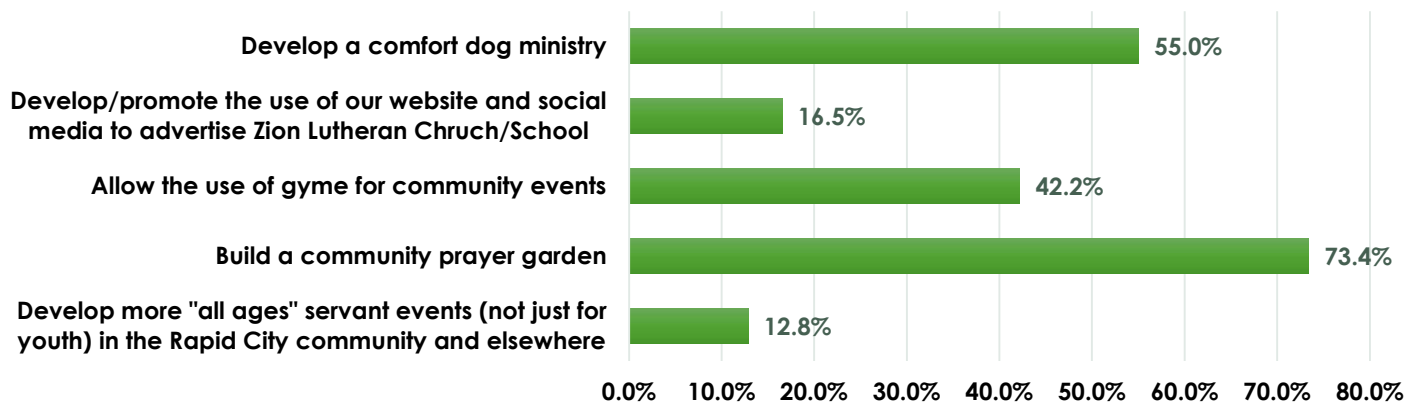
Not at all interested

Very interested

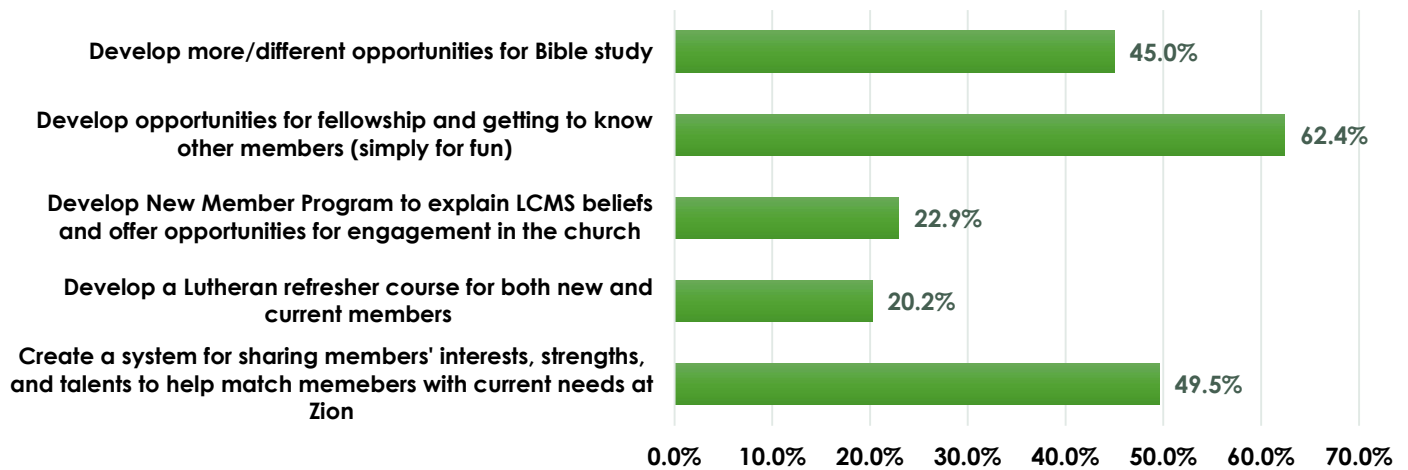
What would you consider to be the HIGHEST outreach priorities for Zion moving forward? (Choose 2)



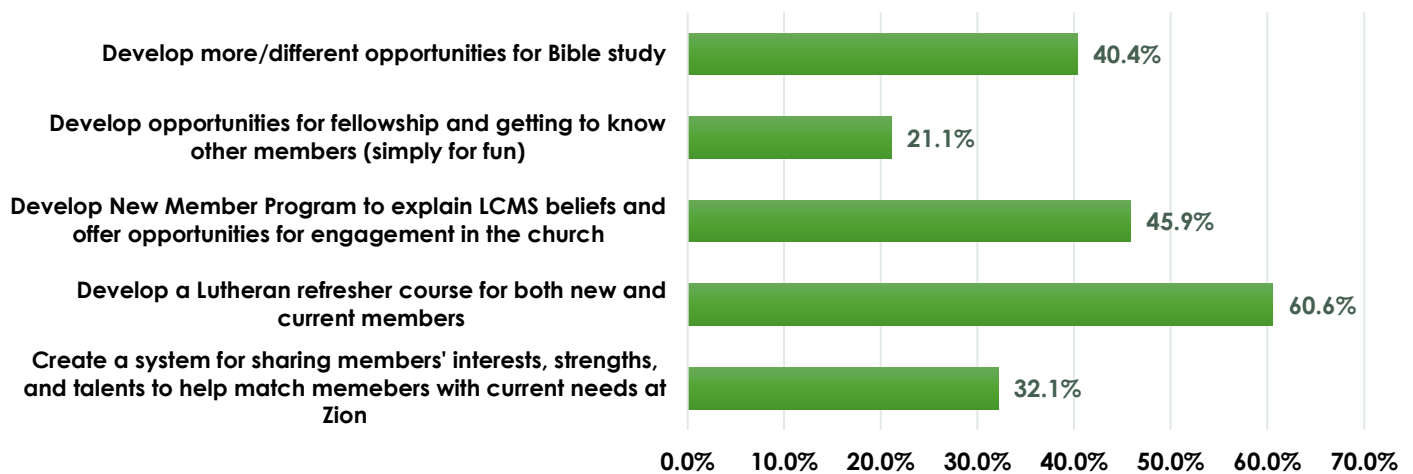
What would you consider to be the LOWEST outreach priorities for Zion moving forward? (Choose 2)



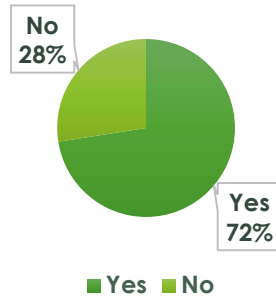
What would you consider to be the HIGHEST internal priorities for Zion moving forward? (Choose 2)



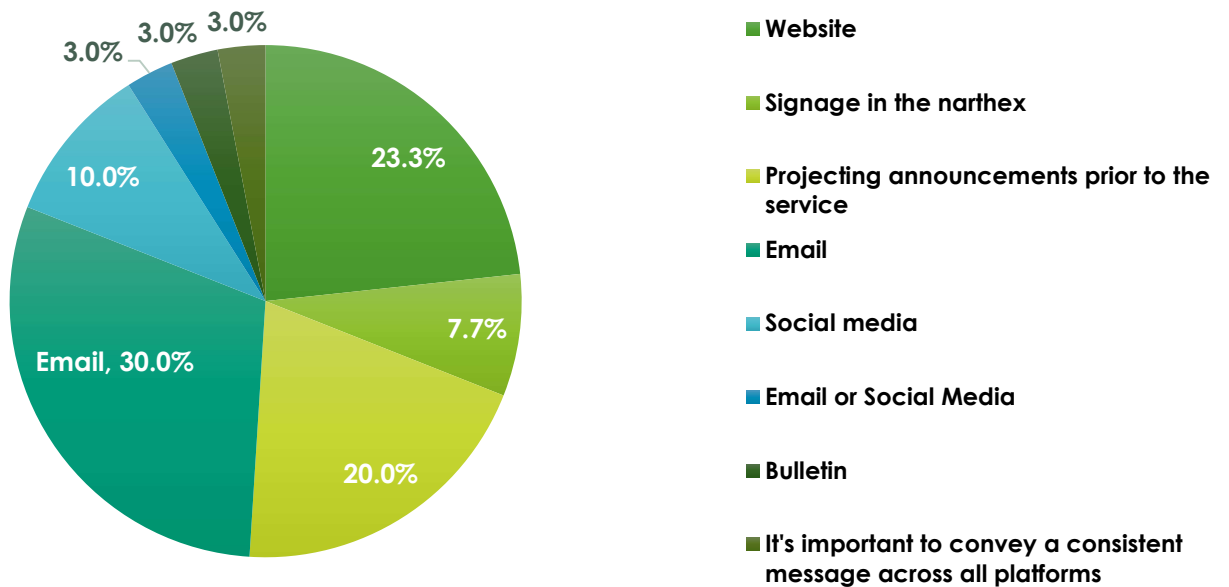
What would you consider to be the LOWEST internal priorities for Zion moving forward? (Choose 2)



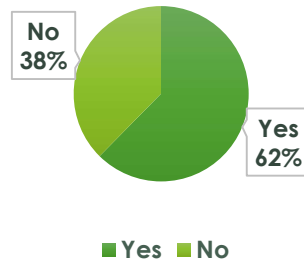
Do you feel well-informed of Bible study opportunities at Zion?



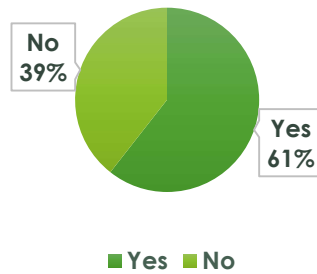
How would you prefer to be informed?



Do you currently volunteer at Zion? (Church, school, or preschool)

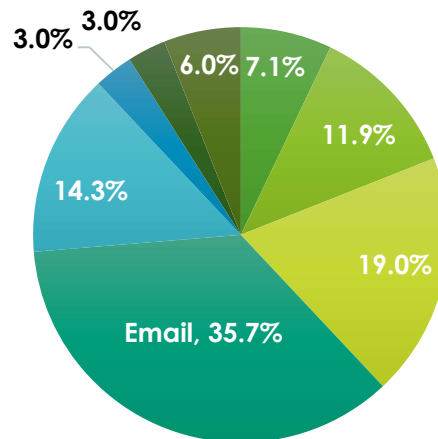


Do you feel well-informed of the opportunities at Zion for serving the community?

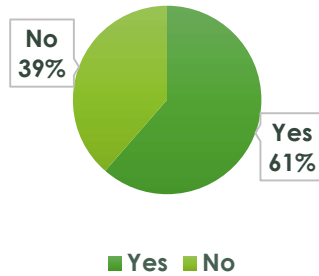


How would you prefer to be informed of opportunities at Zion?

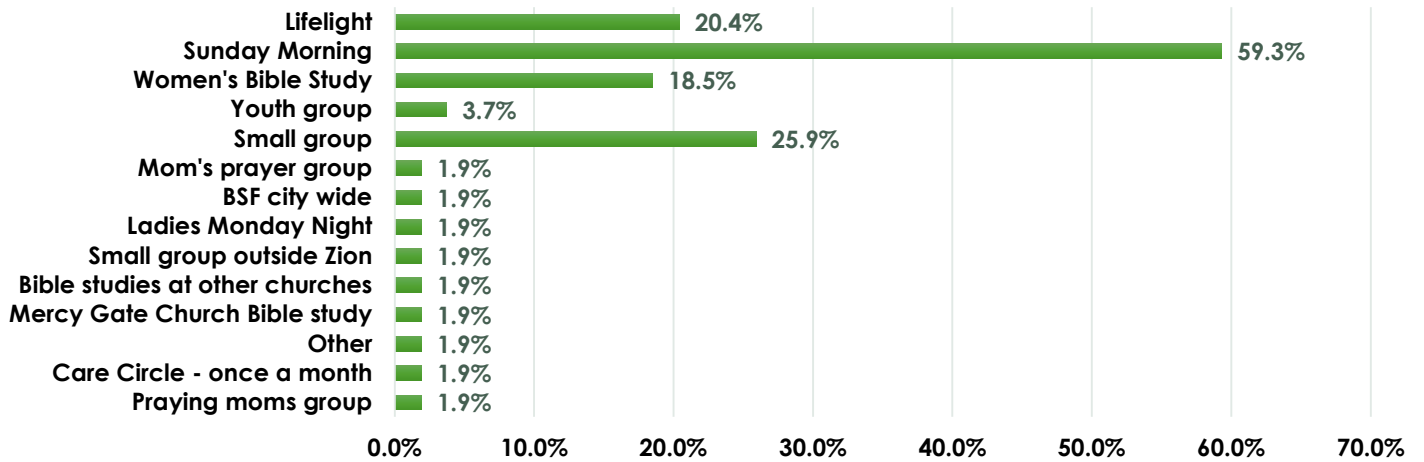
- Website
- Signage in the narthex
- Projecting announcements prior to the services
- Email
- Social Media
- Bulletin
- As a school family emails by the teachers
- Other



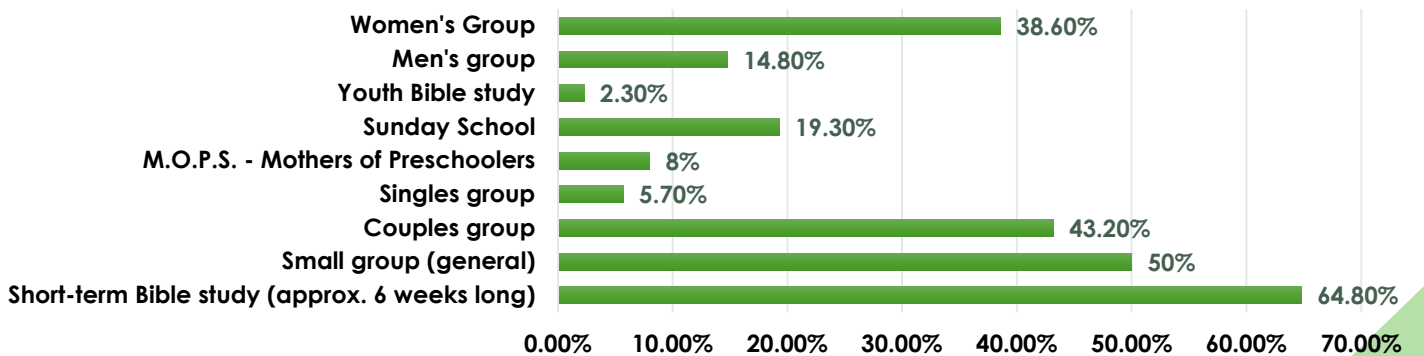
Do you currently attend a Bible study?



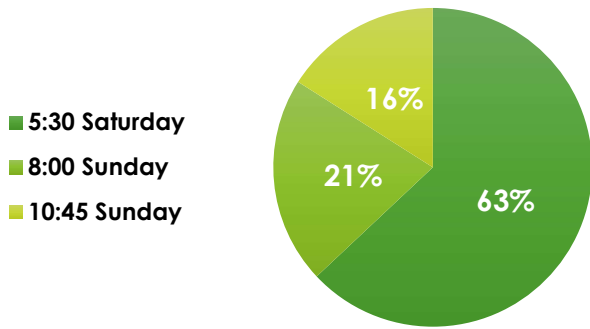
Which Bible study do you attend? Check all that apply.



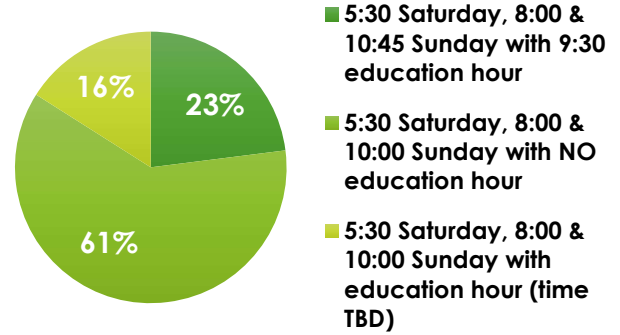
What sort of Bible study group would you find engaging? Mark all that apply.



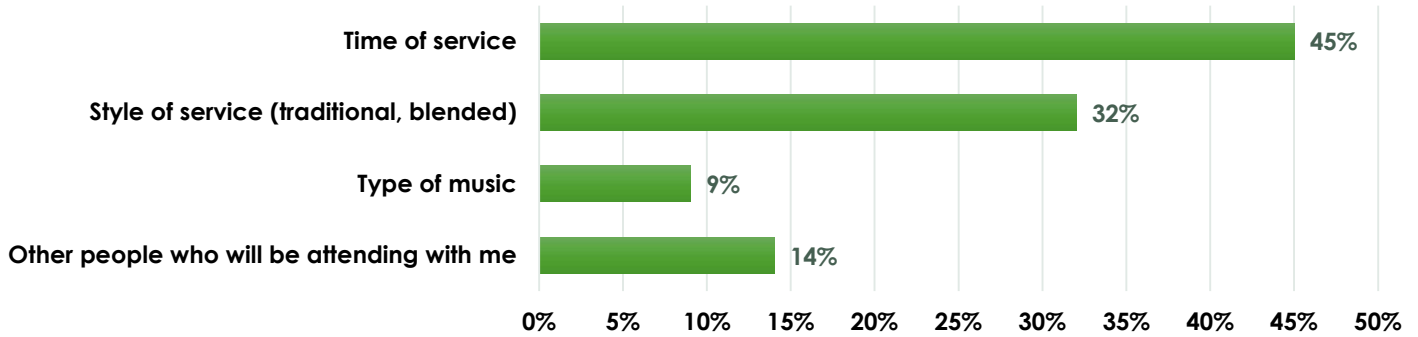
Which service do you attend most frequently?



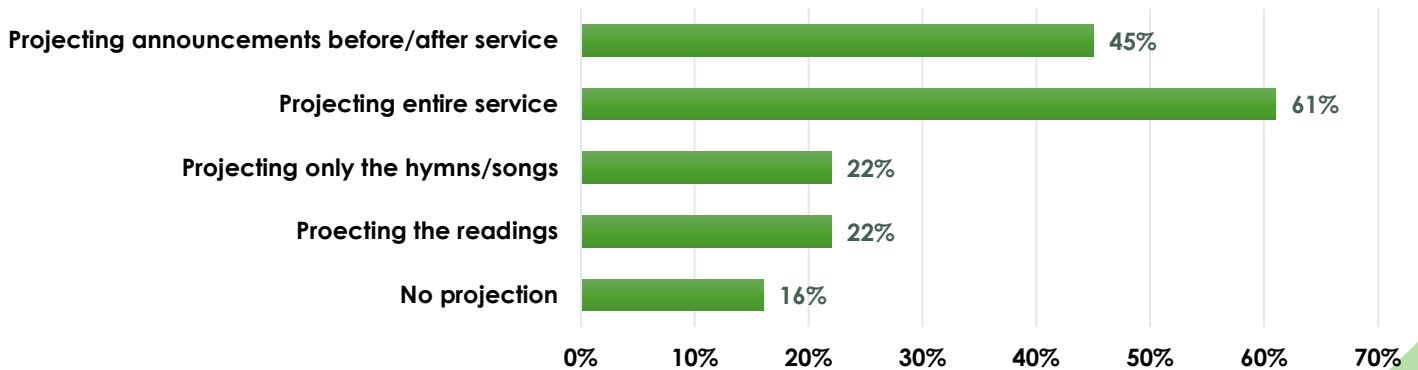
What summer worship schedule would you prefer?



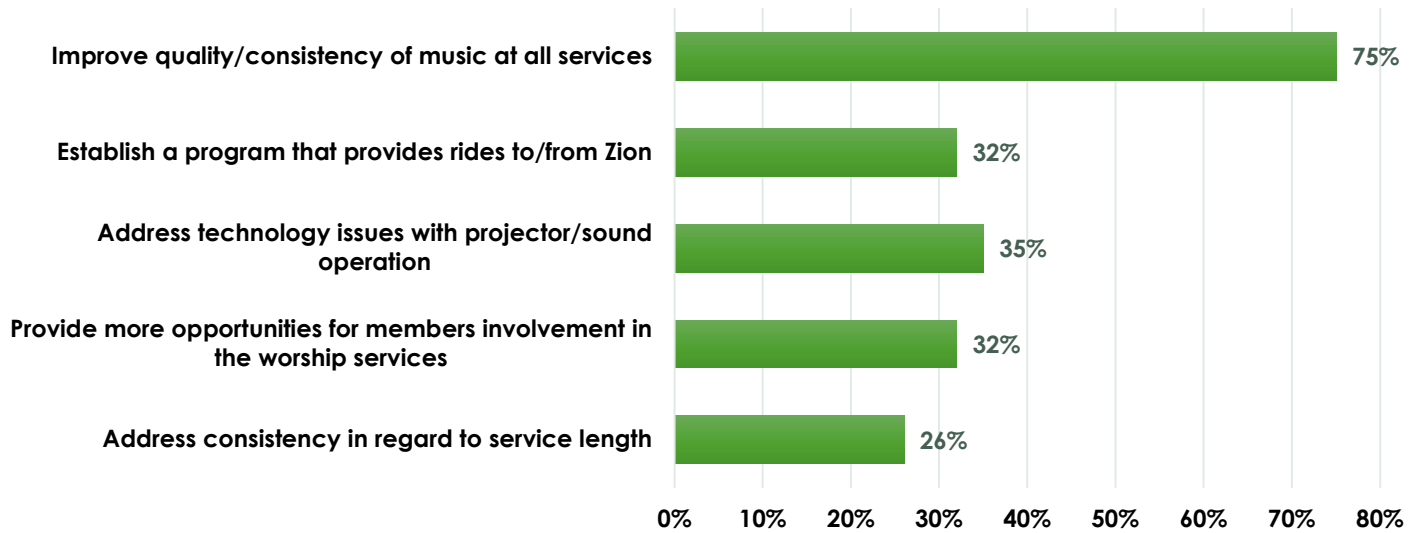
I select a worship service to attend based on?



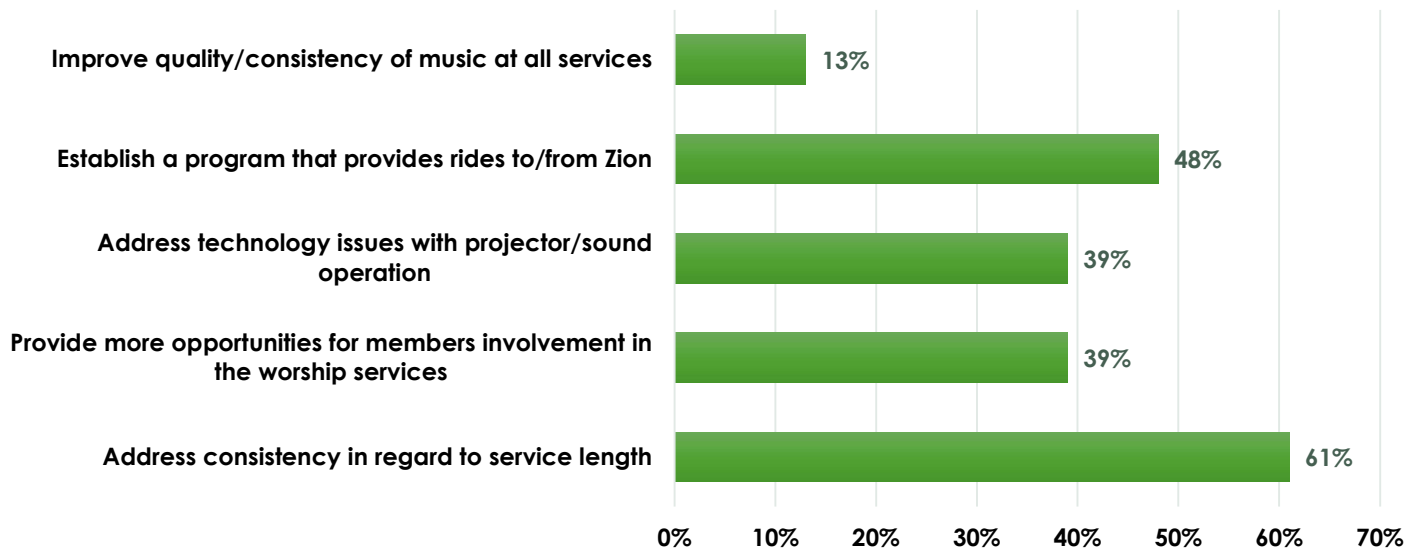
In the service that you attend regularly, which of these technology options would be of interest to you? (Check all that apply)



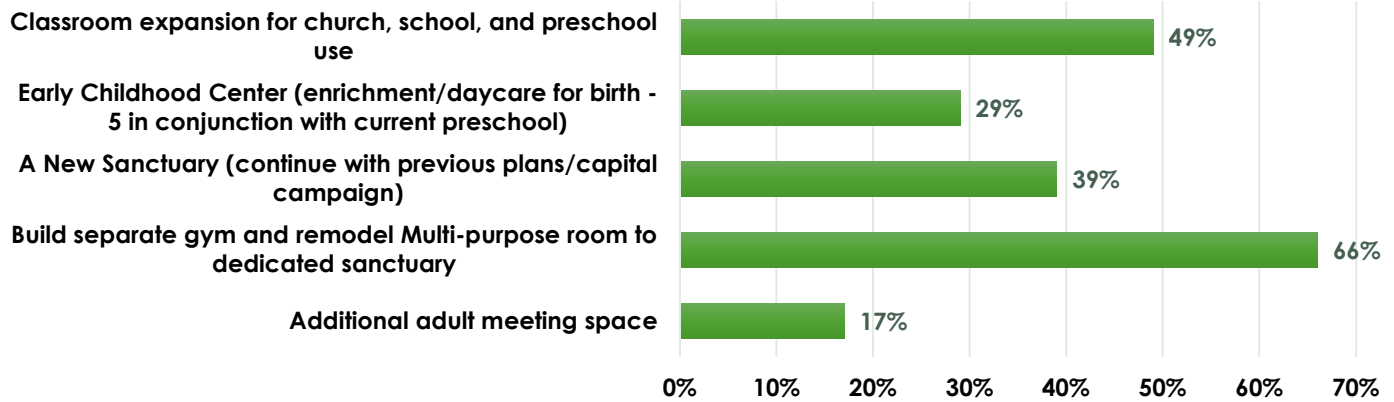
What would you consider the HIGHEST worship priorities for Zion moving forward? (Choose 2)



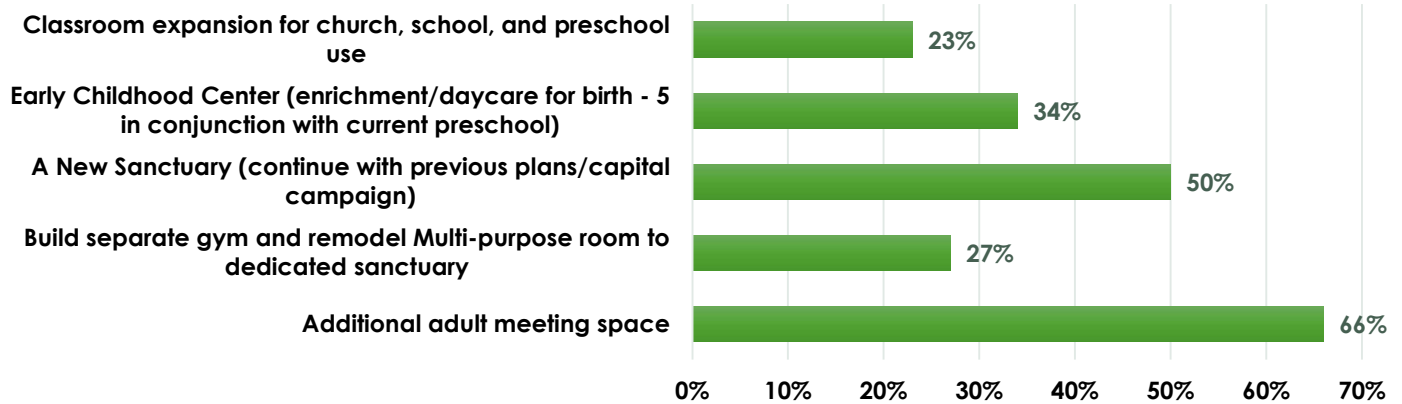
What would you consider the LOWEST worship priorities for Zion moving forward? (Choose 2)



What would you consider to be the HIGHEST priorities for Zion moving forward? (Choose 2)

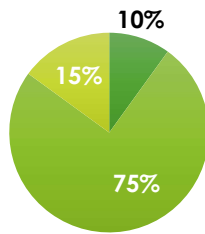


What would you consider to be the LOWEST priorities for Zion moving forward? (Choose 2)



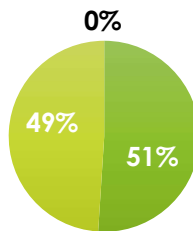
Do you feel the church and school ministries...

- Ask for money for special needs/projects too often
- Ask for money for special needs/projects a reasonable amount
- Should ask for money for special needs/projects more often



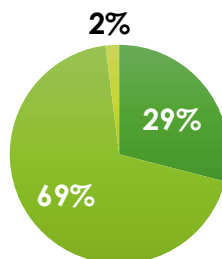
Do you feel the church and school ministries...

- Promote stewardship (sharing your time, talents, treasures) too often
- Promote stewardship (sharing your time, talents, treasures) a reasonable amount
- Promote stewardship (sharing your time, talents, treasures) more often



Do you feel that Zion's financial situation is...

- Under-communicated - I am unaware of Zion's finances.
- Communicated reasonably - I am aware of the current state of the budget.
- Over-communicated - I feel we focus too much on budget.



GOALS/ACTION PLANS

Based on the information gathered throughout the SPC process, including the congregational surveys, the SPC has developed seven SMART goals and corresponding action plans. SMART stands for Specific, Measurable, Attainable, Relevant, and Time-bound.

Identified Area of Need:	BUILDING EXPANSION		
SMART Goal	Measures of Success		
Zion will expand its current facility to better fulfill its mission: Knowing Jesus, Growing in Faith, Serving with Love.	After reviewing the options and with prayerful consideration, the congregation will decide on a direction for building.		
Action Steps	Who is Responsible?	Resources Needed	Deadline
Board of directors will reestablish the building committee and establish a capital campaign committee.	BOD		June 2020 meeting
The capital campaign committee will evaluate the state of Zion's Together We Grow (TWG) fund and continue/revive ongoing fundraising options. They will research additional capital campaign options. Information will be presented to the congregation.	Capital campaign committee	Financial statements of TWG	Summer 2020
The building committee will evaluate past architectural plans and then present building options to the congregation (cost for sanctuary, classrooms, remodel multi-purpose room, etc.).	Building committee	Past plans, access to previous committee members	September 2020
Capital campaign committee will present options for a fundraising campaign to the congregation.	Capital campaign committee		September 2020

Identified Area of Need:	MUSIC QUALITY		
SMART Goal	Measures of Success		
<p>A music committee will be created to coordinate music for all worship services and to work to enhance the quality of music at all services. The committee will be supervised by the Board of Lay Ministry.</p> <p>The committee will consist of:</p> <ul style="list-style-type: none"> • A member of Lay Ministry • Three lay members – one each who attends the 5:30, 8:00, and 10:45 services • Ministry Staff • An organist • A member of Bell choir • A member of Chancel choir • A member from each praise team 	<ol style="list-style-type: none"> 1. Music enhances worship – Music is of high quality regardless of musical group or service attended. 2. New music is introduced according to the procedure 3. Participation in music groups increases 4. A consistent schedule for participation of music groups is followed. 		
Action Steps	Who is Responsible?	Resources Needed	Deadline
Develop expectations for participation in music groups at Zion.	Music Committee		September 2020
Develop a process for practicing and introducing new music during services.	Music Committee		September 2020
Develop a consistent schedule for the participation of the music groups.	Music Committee		September 2020

Identified Area of Need:	FELLOWSHIP/RELATIONSHIP BUILDING		
SMART Goal	Measures of Success		
Zion will establish regular fellowship opportunities to strengthen member relationships.	<ol style="list-style-type: none"> 1. Offer at least one fellowship event per quarter 2. Events are communicated through the bulletin, announcement projection, and website/social media. 3. Zion members feel more connected to one another as a faith family. 		
Action Steps	Who is Responsible?	Resources Needed	Deadline
Coordinate at least 4 fellowship events annually.	Stewardship		Quarterly
Encourage and help promote special-interest fellowship opportunities. (i.e. camping, bowling, motorcycling, cribbage, etc.)	Stewardship		Ongoing
Maintain a fellowship section in the weekly bulletin.	Stewardship		Ongoing
Report on previous quarter's fellowship events and provide an update on upcoming quarter's fellowship opportunities at each service.	Stewardship		Quarterly
Conduct a congregational survey to assess how the congregation operates as a faith family.	Board of Directors	Access to past surveys	Annually

Identified Area of Need:	SHORT-TERM BIBLE STUDIES		
SMART Goal	Measures of Success		
<p>Zion will develop short-term Bible studies that help members Grow in Faith.</p> <p>Bible studies will have a defined beginning and end, up to 8 weeks in length.</p>	<ol style="list-style-type: none"> 1. Offering at least four short-term Bible studies per year 2. Conducting exit survey after each of the four short-term studies to be reviewed BOD. 		
Action Steps	Who is Responsible?	Resources Needed	Deadline
<p>Zion will help promote and conduct at least four short-term Bible study cycles per year.</p>	<p>Ministry staff/Stewardship</p>		<p>Beginning June 2020</p>
<p>New short-term Bible studies will be promoted at least 3 weeks in advance (bulletin, projected announcements, website/social media).</p>	<p>Ministry staff</p>		<p>Ongoing</p>
<p>Stewardship Committee will coordinate recruiting members interested in leading short-term studies. Ministry staff will provide support as needed for Bible study leaders.</p>	<p>Stewardship/Ministry staff</p>		<p>Beginning June 2020</p>
<p>Stewardship will develop a standard exit survey for the short-term studies to be administered by the group leader.</p>	<p>Stewardship</p>		<p>June 2020</p>

Identified Area of Need:	STEWARDSHIP CULTURE		
SMART Goal	Measures of Success		
The congregation will develop a culture of stewardship that focuses on why we give, how we have been blessed, and how God is calling us to respond.	<ol style="list-style-type: none"> 1. Offer at least one servant event per quarter 2. Stewardship helps connect members through annual stewardship fair, monthly newsletter focus, and Serving Group display 3. Stewardship develops operational church directory 4. Financial updates are provided through the monthly newsletter 5. Church ministry and/or financial updates are provided to the congregation at least twice per year 		
Action Steps	Who is Responsible?	Resources Needed	Deadline
The Outreach Committee will coordinate at least one all-ages servant event each quarter.	Outreach	Digital member directory	Quarterly
The Stewardship Committee will create and maintain Knowing, Growing, and Serving Group displays in the narthex to connect people to Bible studies, fellowship, and servant events.	Stewardship	Digital member directory	Displays created by June 2020, updated quarterly
The Stewardship Committee will conduct an annual stewardship awareness fair.	Stewardship		Annually – fall
The Stewardship Committee will coordinate/maintain a Stewardship focus in the newsletter. This will include a focus on what the gifts of the congregation have made possible.	Stewardship		Monthly – by the 15 th for newsletter deadline
The Stewardship Committee will create and maintain a digital member directory that includes servant interest/participation information.	Stewardship	Church 360	Created by June 2020, updated biannually
The Finance Committee will provide monthly financial updates to the congregation in the newsletter.	Finance		Monthly
Lay Ministry will provide church ministry and/or financial updates to the congregation at each service at least twice per year.	Lay Ministry	Financial statements, pastors' reports	Biannually
Bring synodical stewardship person to speak regarding building a stewardship culture and sustainability.	Stewardship		Summer 2020

Identified Area of Need:	TECHNOLOGY IN WORSHIP		
SMART Goal	Measures of Success		
<p>Technology will be used to enhance worship through effective projection and sound operation.</p> <p>Technology will be used to effectively communicate events/happenings through use of projection/TV.</p>	<ol style="list-style-type: none"> 1. A group of people (at least 2 per service) who can operate the sound board 2. A group of people (at least 2 per service) <ol style="list-style-type: none"> a. Who can assemble the weekly service slide show b. Who can operate the projector 3. A technology committee that meets on a consistent schedule and evaluates technology needs 		
Action Steps	Who is Responsible?	Resources Needed	Deadline
The Technology committee will assess current hardware and equipment needs and develop a maintenance/replacement plan.	Board of Directors	Most recent technology master list	June 2020
Develop a pool of volunteers to assemble the weekly service slide show.	Stewardship	Serving groups board	2 months after congregational approval
Develop a pool of volunteers to operate the projector at all services.	Stewardship	Serving groups board	2 months after approval
Develop a pool of volunteers to operate the sound board at all services.	Stewardship	Serving groups board	2 months after approval
Create an operational manual for projection and sound that is updated annually.	Lay Ministry/Lorien		August 2020
Provide training for all members of the Board of Lay Ministry on operation of the sound board and projection.	Lorien/Gary Rathke	Operational manual	Annually, beginning September 2020
Offer training four times a year for creating slides, running the projector, and operating the sound system. Volunteers will be required to attend at least 1 training per year.	Lorien/Lay Ministry	Operational manual	Quarterly - beginning September 2020
Coordinate a schedule of slide show assembly, projection, and sound board volunteers (including publication and reminders).	Lay Ministry/Lindsay	Serving groups board	Beginning September 2020
Operate projector and narthex TV to display announcements prior to all services and during Sunday morning fellowship hour. Announcement slide show will be developed by the administrative assistant each week.	Lindsay/Lay Ministry		Beginning September 2020

Identified Area of Need:	WEBSITE		
SMART Goal	Measures of Success		
Develop a web presence that efficiently conveys information for all ministries at Zion.	<ol style="list-style-type: none"> 1. Website is accessed easily by members and guests. 2. Website is updated regularly to accurately reflect schedule/events. 3. Consistent social media presence per the operational plan. 		
Action Steps	Who is Responsible?	Resources Needed	Deadline
Appoint a web presence subcommittee consisting of: <ul style="list-style-type: none"> • People familiar with <ul style="list-style-type: none"> ○ Social media ○ Website development • School leadership • Ministry staff 	Technology Committee		1 month after congregational approval
Research user-friendly website design and present options to the board of directors for approval.	Web Subcommittee		August 2020
Develop an operational plan/procedure for website/social media.	Web Subcommittee		August 2020
Implement new website and social media presence.	Web Subcommittee		December 2020
Develop/conduct training for volunteers/staff authorized to update website/social media.	Web Subcommittee		December 2020
Appoint coordinator(s) of social media presence to coordinate regularly with church and school staff.	Technology Committee		December 2020
Appoint an individual from the Web Subcommittee to provide ongoing IT website support.	Technology Committee		December 2020

Identified Area of Need:	SUSTAINABILITY		
SMART Goal	Measures of Success		
Zion will work to sustain ministry through biblically sound financial practices.	1. The annual church income/revenue is consistently greater than its expenses. 2. Zion is able to continue its mission and work toward its vision.		
Action Steps	Who is Responsible?	Resources Needed	Deadline
Appoint a Sustainability Committee.	Board of Directors		January 2021
Determine what motivates people to give and establish a model for growth in giving, including tithing, legacy giving/estate planning, and alumni support.	Sustainability Committee		May 2021
Create a climate for giving through Bible study, sermons, and blurbs in the Sunday bulletin and monthly newsletter.	Pastoral Staff, Stewardship, Finance		Ongoing
Offer courses in Christian family money management at least once per year.	DCE		Annually, beginning June 2021
Establish regular fundraising events to support specific needs or causes.	BOD would determine people in charge according to event		Ongoing
Evaluate current staffing and determine essential positions needed to fulfill Zion's mission.	Sustainability Committee		May 2021

REVIEW PROCEDURE

Once approved by the congregation, the following plan will be used to review the strategic plan and report progress on a regular basis.

1. The Board of Directors (BOD) will take over responsibility for the Strategic plan and any/all goals within.
 - a. During the transition from SPC to BOD, Kevin Aker (team leader) and Hanne Burke (project manager) will remain engaged through the six-month review to ensure the effective implementation of the plan.
 - b. The SPC, with exceptions noted above, will be dissolved.
2. Initial Six-month Review – January 2021
 - a. The following members of BOD will conduct the review:
 - i. President
 - ii. Vice-president
 - iii. Both Members-at-large
 - iv. Kevin Aker (SPC team leader)
 - v. Hanne Burke (SPC project manager)
 - b. This team will review and discuss progress on SMART goals with responsible parties
 - c. Information from the review will be provided on the website and in the March 2021 newsletter.
3. Annual Review – May, beginning 2021
 - a. The following BOD/congregational members will conduct the review:
 - i. President
 - ii. Vice-president
 - iii. Both members-at-large
 - iv. Up to 3 additional members as appointed/approved by BOD
 - b. This team will evaluate:
 - i. What has and has not worked in the past 12 months
 - ii. What has changed in our environment
 - iii. What we remove and what we add into the strategic plan
 - c. Information from the review will be reported to the congregation at the June voters' meeting.
 - d. The congregation must approve any modifications or additional goals for the continuing strategic plan.
4. Cumulative review – January 2025
 - a. The following BOD/congregational members will conduct the review:
 - i. President
 - ii. Vice-president
 - iii. Both members-at-large
 - iv. 5-10 congregation members that represent all demographics of the church
 - v. Ministry staff
 - b. This team will:
 - i. Review vision/mission statement.
 - ii. Investigate what has been overlooked and what should be incorporated into the revised strategic plan.
 - iii. Conduct a SWOT to assess strategic plan against current situation
 - iv. Conduct congregational surveys to assess current priorities. This will aid in developing new goals/action steps.
 - v. Develop goals, action steps, and review procedure for the next five years and beyond.
 - vi. Develop strategies for embedding the strategic plan into performance measures and job descriptions at all levels of the church.
 - c. Information from the review will be reported to the congregation at June 2025 voters' meeting.
 - d. The congregation must approve goals/steps for the continuing strategic plan.

FUTURE ASPIRATIONS

During this process, SPC identified several needs/goals that would help Zion continue to grow and to fulfill our vision. These items, along with justification, are listed below.

1. Zion will work to hire a music director.
 - a. To ensure quality and consistency of music in worship and music education
 - b. To provide structure and organization for music groups at Zion
2. Zion will work to hire a business director.
 - a. To oversee administration of support staff and facilities
 - b. To conduct human resource decisions with ministry staff and board of directors
 - c. To monitor budget and finances
3. Zion will work to hire an IT director.
 - a. To ensure quality and consistency of operation of technology for church and school
 - b. To maintain quality hardware and oversee replacement schedule and inventory
 - c. To pursue funding for technology resources (phone system, security, etc.)
4. Zion will conduct faith field trips, both domestic and international.
 - a. To support Growing in Faith
 - b. To provide fellowship opportunities
5. Zion will investigate opening the facility to community use.
 - a. To encourage community engagement/outreach
 - b. To support Serving with Love
6. Zion's Lay Ministry and Ministry Staff will help coordinate an international trip at least once every five years.
 - a. To support Growing in Faith and Serving with Love
 - b. To gain greater insight into the intersection of our faith and the world