

Zion Evangelical Lutheran Church

and

Concord Lutheran School

Strategic Plan

June 16, 2010

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Executive Summary

Zion Evangelical Lutheran Church was founded in 1837. Zion established the first Missouri Synod presence in the suburban Chicago area. This “Mother church” is responsible for the churches now populating the area. Lutheran education was very important to the first members of the congregation. Soon after the church was established, Zion Lutheran School became a distinctive part of the mission of Zion.

Zion is currently operating Concord Lutheran School. In 1988 Zion Lutheran School merged with St. Paul Lutheran School in Addison to form Concord Lutheran School. This relationship continued until 2006 when Zion assumed complete operation of the school.

In the fall of 2009, Pastor Heuser started discussions concerning the future of Zion Evangelical Lutheran Church and Concord Lutheran School. Several members of the congregation were asked to form a Strategic Planning Committee to address the issue of the future direction of the church and school. The leadership team was commissioned to attack this project in the spring of 2010.

This team enthusiastically approached the challenge of establishing a direction for the future of Zion Lutheran Church and Concord Lutheran School. The first task was developing a mission statement. The second challenging task was to complete a SWOT (Strengths-Weaknesses-Opportunities-Threats) analysis that would form the basis for the Strategic Plan. Through this analysis, objectives were established. Each objective was supported by scripture. Initiatives were developed to complete the objectives along with target dates and measurements to insure the completion of the objective. The following Strategic Plan is the culmination of the process.

The 175th anniversary of this great ministry is September, 2012! This ministry has stayed true to the founding fathers commitment to Scripture. The mission statement continues this tradition – WE TEACH CHRIST CRUCIFIED AND RISEN. The Strategic Plan focuses on this mission so this ministry can continue successfully well into the 21st century.

The Leadership Team

Donna Coons
Paul Feddersen
Hermann Greinig
Edward Grube
Gail Herff
Michael Herff
Pastor Stephen Heuser
Blair Hoy
James Ingebrigsten
Lois O'Keefe
Daniel McDermott
Gloria Ochonicky
Darryl Schellin
Tom Thompson
Carol Uhl-Alba
Owen Wallace
Jay Witt
Mark Yaeger

Mission Statement

**The mission statement of
Zion Evangelical Lutheran Church
and
Concord Lutheran School:**

WE TEACH CHRIST CRUCIFIED AND RISEN!

Objective Number One - Improve Musical Offerings

Bible Passage:

"Hear this, you kings! Listen, you rulers! I will sing to the LORD, I will sing; I will make music to the LORD, the God of Israel. – Judges 5:3

<u>Initiative/Target:</u>	<u>Measures:</u>
Expand the Music Program	
○ 2010: Increase Participation in Choir	○ Add 50% more members
○ 2011: Add an additional Music Staff	○ Hire Music Director
○ 2012: Add a new music offering	○ Create a hand bell choir

Objective Number Two - Motivate all elected or appointed leaders to participate in Bible study

Bible Passage:

All Scripture is God-breathed and is useful for teaching, rebuking, correcting and training in righteousness – 2 Timothy 3:16

<u>Initiative/Target:</u>	<u>Measures:</u>
Expand Bible Study Offerings	
○ 2010: Add Additional Bible Study per week	○ Add one per week
○ 2011: Increase Leader participation in Bible Study	○ 25% of Leader participation
○ 2012: Recruit lay leaders for small group bible study	○ Add three small group meetings regularly

Objective Number Three - Continue to preach/teach God's word in its entirety

Bible Passage:

Shout for joy to the LORD, all the earth.

Worship the LORD with gladness; come before him with joyful songs.

Know that the LORD is God. It is he who made us, and we are his; we are his people, the sheep of his pasture.

Enter his gates with thanksgiving and his courts with praise; give thanks to him and praise his name.

For the LORD is good and his love endures forever; his faithfulness continues through all generations. – Psalm 100: 1-5

<u>Initiative/Target:</u>	<u>Measures:</u>
Conservative Worship/LCMS Theology	
○ 2010: Develop Multi-Media Communication Plan	○ Establish Committee ○ Two communications per month at minimum
○ 2011: Increase Worship Opportunities	○ Add one worship opportunity
○ 2012: Add Ministry Staff	○ Call Associate Pastor/DCE/DCO

Objective Number Four - Continuous Prayer

Bible Passage:

And pray in the Spirit on all occasions with all kinds of prayers and requests. With this in mind, be alert and always keep on praying for all the saints. – Ephesians 6:18

<u>Initiative/Target:</u>	<u>Measures:</u>
Organize more opportunities for Prayer	
○ 2010: Identify Prayer Leader and publicize prayer chain	○ Appoint Prayer Lay Leader; More people aware of prayer chain
○ 2011: Expand the scope of the prayer chain	○ More people pray for more people (state quantifiable number)
○ 2012: Add Another facet to the prayer chain	○ Add facet to prayer chain specifically for praise.

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Objective Number Five - Facilities: School

Bible Passage:

{Building of Solomon's Temple} – 2 Chronicles Chapter 2

Overall Target:

Improve facility.

<u>Initiative/Target:</u>	<u>Measures:</u>
Assess current state of facilities – Improvement needs	
○ 2010: Compile a written list (Have members and parents walk the school/church)	○ List onsite
○ 2011: Blueprint and pricing	○ Completed
○ 2012: Finance and begin work	○ Funding arrives – improvements begin

<u>Initiative/Target:</u>	<u>Measures:</u>
O'Hare Airport Sound Proofing	
○ 2010: Address local political entity	○ Positive communication
○ 2011: If no political movement, proceed with legal action	○ Retain lawyer
○ 2012: Receive funds for sound proofing	○ New Facilities

Objective Number 6 - Increase Financial Stability

Bible Passage:

"Caesar's," they replied. Then he said to them, "Give to Caesar what is Caesar's, and to God what is God's." – Matthew 22:21

Overall Target:

Provide for stability in financial resources.

<u>Initiative/Target:</u>	<u>Measures:</u>
Establish an Emergency Fund Endowment	
○ 2010: Look at ways to establish funds for school	
○ 2011: Implement a monthly charge (Example: \$10 / month / student)	○ Example: 80 students = \$8,000

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Objective Number Seven - Membership and Enrollment

Bible Passage: *For God so loved the world that he gave his one and only Son, that whoever believes in him shall not perish but have eternal life. – John 3:16*

Overall Target:

Healthy, steady population (Church & School)

<u>Initiative/Target:</u>	<u>Measures:</u>
School Name Change	
○ 2010: Start the process of changing the name of the school	○ Investigate procedure
○ 2011: Begin the change to name the school Zion Lutheran School	○ Complete and file appropriate documentation
○ 2012: School name changed	○ Name is changed
<u>Initiative/Target:</u>	<u>Measures:</u>
Marketing plan to promote the school and church	
○ 2010: No loss of students, increase in students	○ Have a stable enrollment
○ 2011: Increase enrollment	○ (State number)
○ 2012: School name is Zion	○ Brand established
<u>Initiative/Target:</u>	<u>Measures:</u>
Bus Service	
○ 2010: Students arrive in June	
○ 2011: Look into Bus Service	○ Will the study show increased enrollment?
○ 2012: Provide transportation for students	○ Increase enrollment
<u>Initiative/Target:</u>	<u>Measures:</u>
Admission Counselor	
○ 2010: Maintain current environment	
○ 2011: Increase the time devoted to admission counselor position.	○ Increase enrollment
○ 2012: Increase the time devoted to admission counselor position.	○ Increase enrollment

Objective Number Eight - Growing and revitalizing the Zion/Concord Community with a focus on Christ's command for evangelism

Bible Passage: *For where two or three come together in my name, there am I with them.*
 – Matthew 18:20

<u>Initiative/Target:</u>	<u>Measures:</u>
Promote our regular events to increase member and nonmember participation	
<ul style="list-style-type: none"> ○ 2010: Increase promotion of remaining events of 2010. Use new methods to promote events and communication (Facebook, Twitter, classmates.com) 	<ul style="list-style-type: none"> ○ Increase number of adults and families attending.
<ul style="list-style-type: none"> ○ 2011: Create one new event for community participation outreach to grow church and school. 	<ul style="list-style-type: none"> ○ New event created and recognized.
<u>Initiative/Target:</u>	<u>Measures:</u>
Celebrate 175 Anniversary	
<ul style="list-style-type: none"> ○ 2010-2011: Create a planning committee for the 175th Anniversary Celebration 	<ul style="list-style-type: none"> ○ Active and multi-generational planning committee
<ul style="list-style-type: none"> ○ 2012: Host an Anniversary Celebration 	<ul style="list-style-type: none"> ○ 500 people attend
<u>Initiative/Target:</u>	<u>Measures:</u>
Increase participation in weekly events (Sunday School, Bible Study, Coffee Hour)	
<ul style="list-style-type: none"> ○ 2010: Promote VBS Participation begins 6/10/10 	<ul style="list-style-type: none"> ○ Increase enrollment by 10%
<u>Initiative/Target:</u>	<u>Measures:</u>
Create a visual history of Zion – Past, Present, and Future	
<ul style="list-style-type: none"> ○ 2010: Create planning committee (include Youth and Adult involvement) 	<ul style="list-style-type: none"> ○ Material prepared begin interviews
<ul style="list-style-type: none"> ○ 2011-2012: Continue filming and posting to web-site 	<ul style="list-style-type: none"> ○ Create DVD and commemorative Book (175th Anniversary)

Objective Number Nine – Upgrade and expand our facilities

Bible Passage:

'Heaven is my throne, and the earth is my footstool. What kind of house will you build for me? says the Lord. Or where will my resting place be? – Acts 7:49

Overall Target:

Upgrade facilities including building a new gym and classrooms

<u>Initiative/Target:</u>	<u>Measures:</u>
Create a welcoming and comforting environment	
○ 2010: New Boiler	○ Complete by year end
○ 2011: New Roof	○ Complete by year end
○ 2012: New Gym and classrooms	○ Complete by year end

<u>Initiative/Target:</u>	<u>Measures:</u>
Rewire building / Upgrade Technology	
○ 2010: Create a technology plan	○ Complete by year end
○ 2011: Assess and Upgrade Equipment	○ Complete by year end

<u>Initiative/Target:</u>	<u>Measures:</u>
Finance and Building Committee	
○ 2010: Form Fundraising committee or task force	○ Finalize campaign amount
○ 2010: Create case statement for campaign	
○ 2010-2012: Fundraising Campaign	

Objective Number Ten - Grow Stewardship – expand the use of the time, talents, and treasures of the congregation

Bible Passage:

...From everyone who has been given much, much will be demanded; and from the one who has been entrusted with much, much more will be asked. – Luke 12:48b

<u>Initiative/Target:</u>	<u>Measures:</u>
Create a Stewardship Plan	
<ul style="list-style-type: none"> ○ 2010: Create plan to increase stewardship participation 	<ul style="list-style-type: none"> ○ Stewardship Plan is created by end of year
<ul style="list-style-type: none"> ○ 2011/2011: Follow plan to increase participation 	<ul style="list-style-type: none"> ○ Increased contributions on a more consistent basis. Improved budget performance.

<u>Initiative/Target:</u>	<u>Measures:</u>
Create a talent and interest list	
<ul style="list-style-type: none"> ○ 2010: Establish a volunteer group to survey the congregation for their talents and interests. 	<ul style="list-style-type: none"> ○ Volunteer group is formed.
<ul style="list-style-type: none"> ○ 2011: Compile initial list/begin to utilize it. 	<ul style="list-style-type: none"> ○ Completion of list, and begin to utilize list for stewardship activities.
<ul style="list-style-type: none"> ○ 2012: Refresh list/continue to utilize talents and interests from the list. 	<ul style="list-style-type: none"> ○ List is updated and continued utilization of it.

<u>Initiative/Target:</u>	<u>Measures:</u>
Engage non-member school parents	
<ul style="list-style-type: none"> ○ 2010: Increase personal contact for events 	<ul style="list-style-type: none"> ○ Increased attendance/participation at church/school events
<ul style="list-style-type: none"> ○ 2011: Establish process for contacting non-member parents regarding events. 	<ul style="list-style-type: none"> ○ Increase participation by non-member families.

<u>Initiative/Target:</u>	<u>Measures:</u>
Create master guide church/school events	
<ul style="list-style-type: none"> ○ 2010/2011: Gather information for church/school events for an entire year. 	<ul style="list-style-type: none"> ○ Compilation of event notes into the guide.
<ul style="list-style-type: none"> ○ 2012: Use new master guide for marketing and planning of the events. 	<ul style="list-style-type: none"> ○ Increased participation and quality of events.

Objective Number Eleven - Create a Financial Plan

Bible Passage:

The Lord answered, "Who then is the faithful and wise manager, whom the master puts in charge of his servants to give them their food allowance at the proper time? – Luke 12:42

<u>Initiative/Target:</u>	<u>Measures:</u>
Create a capital plan	
○ 2010: Identify capital needs.	○ Compiled list of capital improvements for the facility.
○ 2011: Create plan to raise funds to implement facility improvements	○ Completion of 5 year funding model for capital improvements.
○ 2012: Begin to implement planned capital improvements.	○ Improvements being made.

<u>Initiative/Target:</u>	<u>Measures:</u>
Form a foundation	
○ 2010: Come up with a plan to elicit congregational support for forming a foundation	○ Congregation approves plan to form a foundation
○ 2010-2011: Form foundation	○ Foundation formed
○ 2011-2012: Foundation applies for IRS approval of tax exempt status	○ Foundation receives exemption and is receiving funds.

<u>Initiative/Target:</u>	<u>Measures:</u>
Financial Validation	
○ 2010: Implement audit schedule for all church/school accounting	○ Financials for church and school have been audited and are in good working order.

Consultant's Summary

The process of Strategic Planning began with conversations dating back to early 2009 with Pastor Heuser. This was followed by a group conversation with leadership August 2009 to determine the temperament to go forward in a meaningful process.

Through the use of informational sessions and presentations to the Voter's Assembly, the Strategic Planning process was approved by the Voter's January 2010.

The process began with the selection and commissioning of 18 leaders in the Zion/Concord community. This group began their work at a full-day retreat on March 13, 2010.

As part of their work, the leadership team walked through a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis which yielded valuable information and strengthened the value of the process.

Participation was very good throughout the entire process and we commend the leadership for their commitment. We also should note, everyone's attitude was very positive at the beginning and was maintained throughout the entire process.

Results of the process should lead to action that will be a definite benefit to the congregation, its members and its broader ministry.

We wish you the best of God's Blessings as you explore the opportunities within this plan.

Respectfully Submitted,

Keith Peterson

James Vura