

# EPIPHANY LUTHERAN CHURCH



## Strategic Plan

2007-2009

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## **I. INTRODUCTION**

This document is Epiphany Lutheran Church's ("Epiphany") strategic plan for 2007 through 2009 (the "Strategic Plan" or "Plan"). The Strategic Plan will guide Epiphany as an organization for the next three years. This Plan builds off of Epiphany's 47 years of serving Christ and recognizes opportunities to further grow over the coming years.

The following information is contained within the Strategic Plan document. Section II of the Plan discusses how this plan works and how each piece fits together. The process behind developing the Plan is addressed in Section III. Section IV of the Plan is background information on Epiphany, including its development over the past 47 years and the recent merger with Springboro Lutheran Church ("Springboro Lutheran"). Section V is Epiphany's statement of direction concerning its mission, vision and values. The strategic themes for the next three years are identified in Section VI. Section VII demonstrates Epiphany's strategic objectives with corresponding measures. The Strategy Map and the Balanced Scorecard for the Strategic Plan also are included in this section. The deployment plan, including the roles of the Steering, Implementation and Ministry Teams are explained in Section VIII. Finally, the Appendices are included at the end of this document.

## **II. PURPOSE AND FUNCTION OF THE PLAN**

The Strategic Plan provides the framework for the actions, decisions and initiatives of Epiphany for 2007 through 2009. Council and Staff will use this document when they address matters of importance for Epiphany so all decisions align with the Strategic Plan. For example, Epiphany's annual planning concerning the budget will be driven by the Strategic Plan.

As shown below, each part of the Strategic Plan is focused upon Epiphany's mission, vision and values. Five strategic themes (or driving factors) have been developed for the next three years. The themes provide a framework for each strategic objective under the Plan and represent the key issues that need to be addressed for Epiphany to be successful in the future.

There are 12 strategic objectives that Epiphany will focus on as an organization over the next three years. To determine whether each objective is being accomplished, one or two measures have been developed. Each measure has a target figure that must be met. As the targets are met, they can be raised. In order to meet these targets, initiatives will be developed that are strategically focused to advance the objectives.

The Strategic Plan is a working document and will be updated as Epiphany's strategic objectives change. This Plan will result in some significant adjustments as to how Epiphany functions as an organization. New initiatives will be developed. New ways of tracking data will be implemented to ensure that Epiphany is meeting the targets under each strategic objective.

### **III. PROCESS OF DEVELOPING THE PLAN**

In November 2005, Epiphany's Council established a committee to develop the Strategic Plan. The committee typically met on a weekly or bi-weekly basis from February 2006 through July 2006 in order to develop each part of the Plan.

The members of the committee were:

Pastor John Bradosky	Terry Rapoch
Pastor Fritz Wiese	John Riedl
Pastor Bryce Formwalt	Dennis McDaniel (Chair)
Becky Sillaman	Bill Gilbert
Jim Bosse	Fran Stockert
Chad Burton	Wayne Ulman

To maximize the effectiveness of the Strategic Plan, the committee used a structured outreach program to obtain information from target groups within the congregation. In April and May 2006, the committee met with several target groups, including Staff, Council, J.O.L.Y. and the Council of Elders, as well as ministry team leaders. In addition, the committee drafted a survey that was available to the entire congregation.

The survey addressed Epiphany's organizational values and Epiphany's effectiveness in the following areas: hospitality, worship, spiritual growth, stewardship, mission and service, communication and programs. The survey also sought information regarding Epiphany's strengths, weaknesses, opportunities and threats, as well as Epiphany's outstanding debt on the Centerville campus. The committee received 120 completed surveys (50% on Epiphany's website and 50% on paper). The responses were used to guide the development of the Strategic Plan. In particular, the survey responses indicated that hospitality was a key area to emphasize in the Plan. A summary of the survey results is available in the church office.

Epiphany's previous strategic plan for 2003 through 2006 also served as a guide for the new plan. The old plan focused on many key initiatives that are critical to achieving Epiphany's mission. The new Plan further embodies the necessary strategic focus for Epiphany as an organization.

Council adopted this Strategic Plan on August 15, 2006.

#### **IV. BACKGROUND INFORMATION ON EPIPHANY**

Background information on Epiphany is critical to understanding the context of the objectives under the Strategic Plan. Epiphany's history is rich in growth and development, from its first service in an elementary school in 1959 to its current expansion as a multi-campus church. The following information summarizes Epiphany's development over the past 47 years.

##### **A. Epiphany's Growth in Number of Disciples**

In 1957, several members of Hope Lutheran Church in downtown Dayton decided to start a new Lutheran congregation south of town. After over two years of planning, the church held its first organizational service on July 12, 1959, in the gymnasium of Dr. John Hole Elementary School in Centerville. Seventy-three people attended that service. On "Organizational Sunday" (October 11, 1959), 134 people attended church with 69 people in Sunday school. By the end of 1959, Epiphany had 138 baptized disciples.

In 1981, the congregation grew to 913 baptized disciples. The church reached 1700 baptized disciples by 1991. As of December 2005, the congregation had grown to 3,007 baptized disciples.

##### **B. Epiphany's Pastors**

Epiphany has been led by nine pastors since 1959. Until 1981, only one pastor at a time served the congregation. However, the church's rapid growth, under the leadership of Pastor Larry A. Hoffsis, led the congregation to call an associate pastor. Three pastors guided the congregation starting in 1993 when Epiphany's first female pastor, Pastor Rebecca G. Pivetta, was installed. Pastor Fritz A. Wiese was called to Epiphany in 1996. Pastor John D. Bradosky received his call as Epiphany's senior pastor in 2001. The congregation installed Pastor Bryce Formwalt as an associate pastor in 2006.

##### **C. Epiphany's Worship Facilities**

As Epiphany's congregation and number of pastors have grown, so have its facilities. The First Sanctuary was dedicated in 1961 at the 6430 Far Hills Avenue location. The Second Sanctuary opened for worship in 1978. The outdoor chapel was built in 1983 to seat 100 people and was expanded in 1993 and 1996. It now seats 300 people. The Third (and current) Sanctuary was dedicated on June 2, 1991, and it seats 650 people. Epiphany converted the Second Sanctuary into the Celebration Center.

##### **D. Epiphany's Ministry Opportunities**

Along with worship, Epiphany's commitment to Christ is demonstrated through its ministry opportunities. There currently are approximately 80 ministry programs at Epiphany. Some examples include: Interfaith Hospitality Network (a coalition of area churches who provide weekly hospitality to homeless families), Alpha (classes for disciples to explore the

Christian faith), J.O.L.Y. (Just Older Lutheran Youth – a fellowship group for seniors), and the Storybook Project (giving incarcerated women and men the opportunity stay in contact with their children). Many of Epiphany’s ministries are led by lay people.

**E. Epiphany’s Partner Congregations**

Epiphany’s outreach also spans the globe. It has partnered with congregations as close as Mt. Enon Baptist Church in Dayton, as well as other American and international partners. Epiphany is partnered with Spirit of Joy Church in Buffalo, Minnesota. Epiphany’s partnerships with Lutheran congregations in Mecklenburg, Germany (Pritzler and Dabel) began in 1986. In 2003, Epiphany formed a partnership with Imani Lutheran Church in Mwanza, Tanzania. Partnerships also exist with St. Paul Lutheran Church in Vladivostok, Russia; the Augustine Church in Gotha, Thuringia, Germany; and the J.A. Komenskeho Gymnasium, Kosice, the Republic of Slovakia.

**F. Epiphany’s Merger with Springboro Lutheran**

Epiphany’s relationship with Springboro Lutheran began in 1987. At that time, Epiphany’s congregation voted to give \$20,000, which was added to similar amounts with three other Ohio churches, to start a new congregation in Springboro. The new church was dedicated in 1989 with 125 baptized members.

In March 2006, the congregations of Epiphany and Springboro Lutheran approved a merger of the two churches. Epiphany also voted to call Pastor Formwalt for a one-year term. Epiphany now has two campuses – one in Centerville and one in Springboro. Springboro Lutheran’s property was sold to Minds in Motion in May 2006; however, Epiphany may use the church building rent free through May 2007. In May 2006, Epiphany began a property search for its new Springboro campus. The Springboro campus will have new worship, education and recreation facilities.

**G. Epiphany’s 50th Anniversary**

Epiphany will celebrate its 50th Anniversary in 2009. Epiphany looks forward to celebrating its successes of the past, as well as its opportunities to continue growing disciples in the future.

## V. STATEMENT OF DIRECTION

The Strategic Plan is driven by the following core principles that constitute Epiphany's mission, vision and values:

### A. Mission

Epiphany affirms that the mission of the Church has already been established by Jesus in His words (also known as the Great Commission) to His disciples. As His disciples, we affirm this mission as our own.

“Go and make disciples of all nations, baptizing them in the name of the Father and the Son and the Holy Spirit. Teach these new disciples to obey all the commands I have given you. And be sure of this: I am with you always, *even to the end of the age.*” (Matthew 28:19-20)

### B. Vision

**“Connecting the world to Jesus one disciple at a time.”**

We are a community of Jesus' disciples empowered by the Holy Spirit, committed to supporting and nurturing one another as we encourage spiritual growth, maturing faith and the development of leaders. We affirm the infinite value and worth attributed to every person in this world through the life, death, and resurrection of Jesus. We commit all we have and are to the purpose of leading people into a lifesaving relationship with Jesus, teaching them to live a transformed life in faithful obedience to Him, thereby connecting them to Jesus and to our community as disciples.

### C. Organizational Values (Epiphany Essentials)

1. **Following Obediently** – Epiphany's mission is Christ's great commission of connecting the world to Jesus one disciple at a time. That process of discipleship includes learning, serving, connecting with others in small groups, witnessing and mentoring others as leaders. It is a process that begins with Jesus' invitation that is also a command, “Follow Me!” It is our obedient response throughout that process that makes us his disciples.
2. **Relating with Integrity** – Epiphany promotes the development of healthy relationships as the primary means to share the Gospel of Jesus and promote meaningful community. Integrity in relationships is our commitment to make promises and to fulfill them, creating an atmosphere of trust and an openness to include all people.
3. **Transforming Community** – Epiphany provides an environment that supports disciples as they experience the transforming power of the Grace of Jesus in their lives by providing a community that offers care, accountability and joyful

fellowship. As we engage in Word and Sacrament ministry, our lives are transformed in the direction of a Christ-centered heritage that is our Lutheran identity.

4. **Growing Spiritually** – Epiphany encourages the spiritual growth and development of every disciple through the faithful use of spiritual disciplines, including regular worship, daily scripture reading, frequent prayer, on-going study, faithful service and appropriate witness.
5. **Improving Quality** – Epiphany is committed to the consistent evaluation of every component of its ministries in order to ensure the most effective and meaningful experience of disciples and guests. This motivation is also grounded in our commitment to Christ by offering nothing less than our best.
6. **Giving Graciously** – Epiphany equips disciples to accept the responsibility of faithful stewards who have been entrusted with spiritual gifts, relationships, time, abilities, vocations, financial resources, as well as the earth. All that has been entrusted to us is to be used to ensure the Gospel of Jesus is proclaimed and the kingdom he came to proclaim is experienced. Through giving graciously we take on an important characteristic of Jesus – generosity.
7. **Loving Passionately** – Epiphany disciples accept the responsibility to make visible the love of Jesus through their passionate love for others. That love is turned into action through hospitality to the stranger, outreach to those in need, kindness, care and compassion. It is the quality of love that Jesus taught, love that puts the needs of another ahead of self. It is the evidence of discipleship. “The world will know you are my disciples by the love you have for one another.”

## VI. STRATEGIC THEMES

The strategic themes will allow Epiphany to deal with conflicting long-term and short-term priorities, as well as growth versus budgetary issues. These themes reflect what must be accomplished internally to achieve the strategic outcomes. They do not reflect financial outcomes. The themes are a pillar for the strategic objectives under the Plan.

To successfully advance God's mission, Epiphany must do the following:

- A. Deliver **worship** experiences that glorify God and nurture God's people. Worship needs to be inviting, dynamic, authentic, and meaningful, faithful to heritage, yet responsive to the day.
- B. **Grow** disciples in spirit and number, and its organization in witness and capacity. Growth needs to be encouraged, expected, and strategically focused.
- C. Enhance its **communications** through technology, quality assurance, disciple orientation, and strategic alignment. Communications needs to be timely, accurate, purposeful, creative, and reflective of organizational mission, values, and direction.
- D. Manage faithfully resources entrusted to its stewardship including financial gifts, talents, staffing, facilities, debt and programs. Faithful **stewardship** needs to be encouraged, appreciated, and witnessed by effective processes that plan, evaluate performance, and deploy resources consistent with organizational mission, values and strategy.
- E. Create an environment of **hospitality** and fellowship that makes all disciples feel welcome and comfortable from their first contact with Epiphany, and that is always evident in the opportunities that Epiphany offers for disciples to become more involved in our community of faith, to learn and participate in small groups and ministries, and to grow their faith through worship and prayer.

## **VII. STRATEGIC FOCUS**

The following strategic objectives have one or two corresponding measures with a target goal to determine whether the objective has been achieved. The Strategy Map is located in Section V.B below. In Section V.C, the Plan's Balanced Scorecard shows the measures for each objective and the corresponding data for the measures.

### **A. Strategic Objectives with Corresponding Measures**

#### **1. Deliver faithful Christian witness to the world.**

Intent: Epiphany seeks to advance God's mission established by Jesus in the words of the Great Commission ("Go and make disciples of all nations, baptizing them in the name of the Father and the Son and the Holy Spirit. Teach these new disciples to obey all the commands I have given you. And be sure of this: I am with you always, even to the end of the age.") Epiphany will achieve its mission by delivering faithful Christian witness to the world. Such a witness communicates God's message of grace and redemption to a broken world through its disciples, community, and service.

Faithful witness will be measured by the overall success of Epiphany's Balanced Scorecard, including the percentage of the strategic objectives on target.

#### **2. Grow disciples spiritually.**

Intent: Epiphany will provide opportunities for its disciples to grow spiritually through its community life, educational offerings, worship experiences, small group ministry, outreach programs, and service projects.

Spiritual growth will be measured by an annual survey assessment of the number of disciples experiencing spiritual growth.

#### **3. Create hospitable community life and facility.**

Intent: Epiphany's community life and facilities will be inviting to its disciples and visitors.

Hospitality will be measured by the assessment of disciples and visitors on this issue.

4. **Reach out to the community.**

Intent: Epiphany will deploy significant resources in service and invitation to the greater community and the world. Service involves response to community needs. Invitation means initiatives that communicate Epiphany's identity and program.

Outreach will be measured by the percentage of its resources expended on outreach.

5. **Provide effective communication, programs, and small group activity.**

Intent: Epiphany will provide effective communications, programs, and small group activities.

Effectiveness will be measured by the assessment of disciple satisfaction in these three areas.

6. **Manage resources effectively.**

Intent: Epiphany will exercise faithful stewardship in its management of resources.

Effectiveness will be determined by the annual audit and the percentage of the operational bottom line achieved.

7. **Align, recruit, equip, and deploy staff and volunteers.**

Intent: Epiphany will strategically align, recruit, equip, and deploy its staff and volunteers to accomplish its mission and vision.

Staff and volunteer alignment, recruitment, equipment, and deployment will be measured by the assessment of staff and volunteer satisfaction.

8. **Practice faithful stewardship of gifts and talents.**

Intent: Epiphany will encourage its disciples to grow in their financial giving and use of time and talents.

Faithful stewardship will be measured by the dollar amount of annual voting disciple giving and by the average number of volunteer hours provided by voting disciples annually.

9. **Engage people in meaningful worship.**

Intent: Epiphany will engage disciples and visitors in quality worship experiences that are authentic, Christ-centered, rooted in Lutheran tradition, vibrant, and alive. These experiences are warm, inviting, and responsive to the contemporary needs of our congregation, the surrounding community, and the whole world.

Meaningful worship will be measured by average worship attendance at regular worship services and the assessment of disciple satisfaction with worship experience.

10. **Engage people in meaningful education.**

Intent: Epiphany will engage disciples and visitors in educational offerings that equip people to integrate faith and stewardship with daily living, helps people identify and develop individual and spiritual gifts, and encourages the deployment of such gifts within the congregation, community and the world.

Meaningful education will be measured by the assessment of the percentage of disciple participation and disciple satisfaction of learning activities.

11. **Engage people in meaningful service.**

Intent: Epiphany will engage disciples and visitors in service that meets a wide range of community needs and effectively matches individual gifts.

Meaningful service will be measured by the assessment of the percentage of disciple participation in service projects and disciple satisfaction.

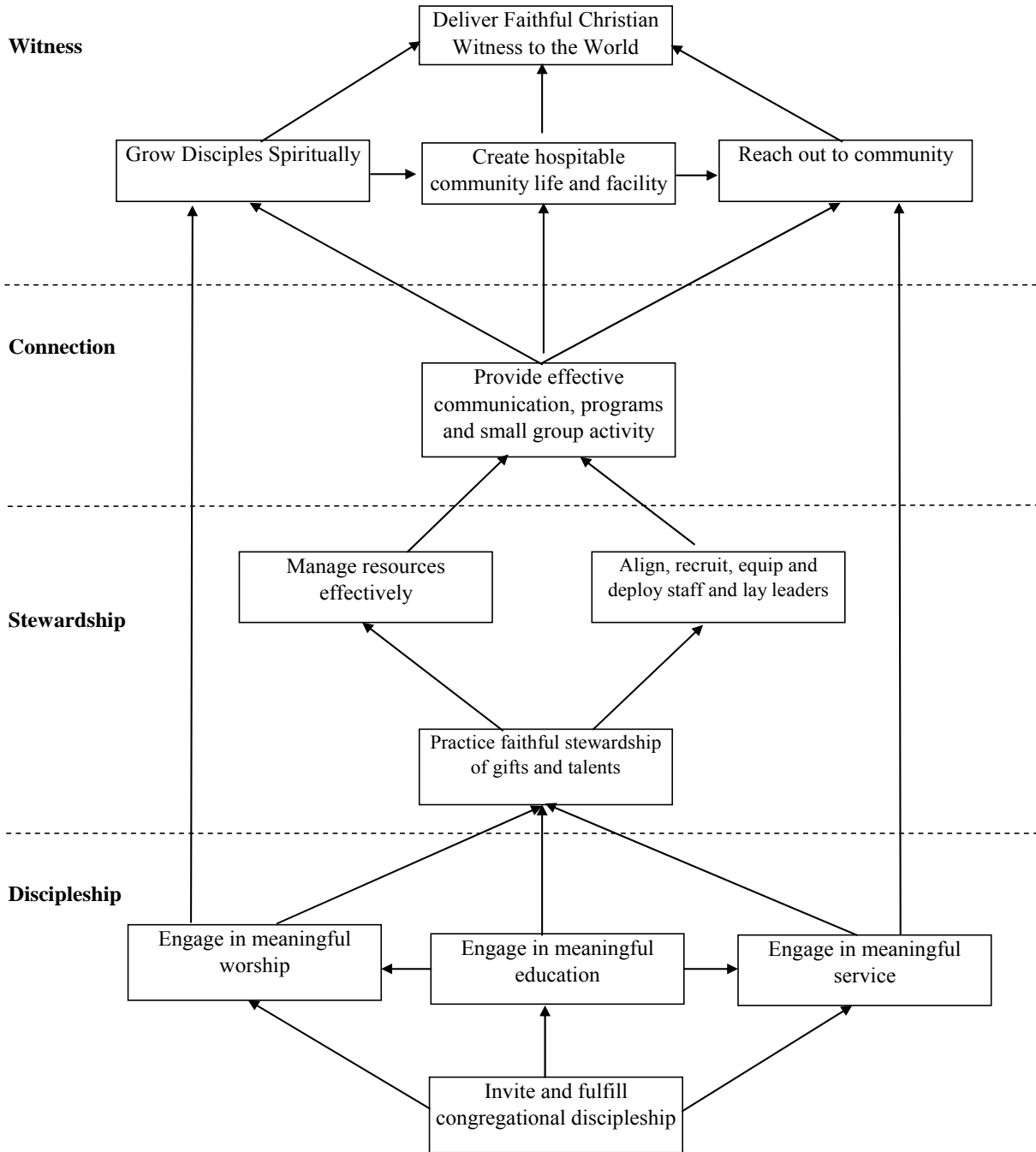
12. **Invite and fulfill congregational discipleship.**

Intent: Epiphany will advance God's mission by connecting the world to Jesus one disciple at a time. The congregation will invite visitors to be disciples and disciples to grow in their discipleship.

This vision will be measured by the assessment of the percentages of visitors committing to discipleship and discipleship retention.

**B. STRATEGY MAP**

The Strategy Map is a visual presentation of Epiphany’s Strategic Plan. The map below is a picture of the cause and effect relationships among the 12 strategic objectives and shows the cyclical direction of Epiphany’s strategy. For example, if Epiphany successfully invites and fulfills congregational discipleship, then Epiphany will engage disciples in meaningful worship. If meaningful worship is achieved, then disciples will further grow spiritually and ultimately will be more equipped to deliver faithful Christian witness to the world. If Epiphany delivers that faithful witness, then others will be invited to fulfill congregational discipleship through Epiphany. The four perspectives of Witness, Connection, Stewardship, and Discipleship show the balanced orientation of areas of the strategy.



**C. EPIPHANY'S 2007 BALANCED SCORECARD**

#	Objective	Measure	Target	1st Qtr. (YTD)	2nd Qtr. (YTD)	3rd Qtr. (YTD)	4th Qtr. (YTD)
<b>Witness</b>							
1.1	Deliver faithful Christian witness to the world	Epiphany Balanced Scorecard (%) - percentage of strategic objectives on target	≥65%				
2.1	Grow disciples spiritually	Annual survey assessment score (#) - number indicating annual disciple assessment of spiritual growth					
3.1	Create hospitable community life and facility	Hospitality Assessment Score (#) - number indicating disciples and visitor assessment of hospitality					
4.1	Reach out to community	Benevolence (%) - percentage of organizational resources expended for outreach					
<b>Connection</b>							
5.1	Provide effective communication, programs and small group activity	Participant Satisfaction Score (#) - disciple assessment of satisfaction with communication, programs and small group activity					
<b>Stewardship</b>							
6.1	Manage resources effectively	Operational Bottom line (%) - percent of operational bottom line achieved					
7.1	Align, recruit and deploy staff	Staff Satisfaction Score (#) - indicating staff satisfaction with employment (Survey)					
7.2		Volunteer Staff Survey (#) - indicating volunteer satisfaction with service (Survey)					
8.1	Practice faithful stewardship of gifts and talents	Annual Disciple giving (\$) - dollar amount of congregational giving per voting disciple					
8.2		Annual Disciple Volunteer Service (#) - hours of congregational volunteer service per voting disciple					
<b>Discipleship</b>							
9.1	Engage people in meaningful worship	Average Worship Attendance (#) - number indicating average attendance at regular worship service					
9.2		Disciple Satisfaction Score (#) - score indicating disciple satisfaction with worship experience (Survey)					
10.1	Engage people in meaningful education	Average Disciple Learning (%) - percentage of baptized disciples participating in learning activity					
10.2		Disciple Satisfaction Score (#) - score indicating disciple satisfaction with learning activity (Survey)					
11.1	Engage people in meaningful service	Average Disciple Serving (%) - percentage of disciples participating in service project					
11.2		Disciple Satisfaction Score (#) - disciple satisfaction with service opportunity					
12.1	Invite and fulfill congregational discipleship	Visitor Discipleship Rate (%) - percentage of first time visitors who become disciples					
12.2		Disciple Retention (%) - percentage of disciples who retain discipleship					

## **VIII. DEPLOYMENT PLAN**

Epiphany's disciples are a key factor for the success of this Plan. This section identifies the teams that will deploy the strategic objectives under the Plan: the Steering Team, the Implementation Team, and numerous Ministry Teams.

The **Steering Team** will lead the charge for the implementation of the Strategic Plan. This team will integrate the Balance Scorecard into Epiphany's annual budget. It will monitor the progress and expect change in the objectives under the Plan. Additionally, the Steering Team will remove any barriers or constraints that arise and could jeopardize the success of the Strategic Plan. The Steering Team will charter the Implementation Team. This team also must provide the necessary tools and templates for the Implementation Team to implement the Plan. Finally, the Steering Team must analyze the success of the Strategic Plan by looking to the past (25% of the time), at the present (35% of the time), and into the future (40% of the time). The Steering Team is comprised of the President, the President-Elect, the Senior Pastor, and two additional Council members.

The **Implementation Team** integrates the Balance Scorecard into the management system of Epiphany. It will acquire and utilize measurement expertise from the congregation for each strategic objective. The Implementation Team also develops measures to support the strategic objectives established under the Plan. This team must creatively gather, analyze and display the data that shows whether each objective has been achieved. Further, the Implementation Team facilitates the linkage between the Balance Scorecard to the rest of the congregation. It is in charge of coaching the members of the various Ministry Teams so that they understand and further the strategic objectives under the Plan. Finally, the Implementation Team must analyze the success of the Strategic Plan by looking to the past (10% of the time), at the present (65% of the time), and into the future (25% of the time). The Implementation Team is comprised of Council and the following Staff: Pastor John, Pastor Fritz, Pastor Larry, Pastor Bryce, John Scheusner, Kay Wean, Jane Lane, Shirley Schryver, Dan Mershon, Roxie Driver, and Ken Proehl.

**Ministry Teams** work to implement each initiative under the Strategic Plan. In order to deliver each ministry initiative on time and on target, Ministry Teams will need to collaborate with other teams as well as Staff. Ministry Teams are to provide regular feedback to the Implementation Team regarding progress.

Members of the Implementation Team will serve as either **Staff or Council Liaisons** and will both coach and consult with specific Ministry Teams. Liaisons will work with Ministry Teams to ensure it is progressing in a manner consistent with the strategic objective assigned to the team.

# **APPENDICES**

# Team Roles and Responsibilities



## Epiphany Lutheran Church 2007-2009 Strategic Plan

1. **Steering Team:**
  - A. Leads the charge to implement the strategic plan
  - B. Integrates scorecard into annual budget
  - C. Monitors progress and expects change
  - D. Removes barriers and constraints
  - E. Charters the Implementation Team
  - F. Provide tools and templates
  - G. Spends time looking backward (25%), at present (35%), and forward (40%)
  - H. Comprised of Council President, President Elect, Senior Pastor, and 2 additional Council members
  - I. Meets at least quarterly
2. **Implementation Team:**
  - A. Integrates the scorecard into the management system
  - B. Acquires and utilizes measurement expertise
  - C. Develops measures to support strategic objectives
  - D. Creatively gathers, analyzes, and displays data
  - E. Facilitates linkage of the balanced scorecard to the rest of the organization
  - F. Coaches ministry team members
  - G. Spends time looking backward (10%), at present (65%), and forward (25%)
  - H. Comprised of Council and Pastors John, Fritz, Larry, and Bryce. Additionally: John Scheusner, Kay Wean, Jane Lane, Roxie Driver, Dan Mershon, Shirley Schryver and Ken Proehl. The Steering Team may appoint or approve additional members of the Implementation Team as needed.
  - I. Meets at least 6 times per year
3. **Ministry Teams:**
  - A. Delivers project or initiative on time and on target
  - B. Collaborates and works together
  - C. Follows the strategic plan
  - D. Builds toward high quality performance
  - E. Grows disciples spiritually
  - F. Manages congregational risk
  - G. Uses creativity
  - H. Provides feedback to Implementation Team
  - I. Spends time to complete project and grow ministry
4. **Ministry Team Liaison:** A member of the Implementation Team who serves as ministry team coach and consultant and ensures the ministry team is progressing in a manner consistent with the strategic objective.

## Implementation Team Charter Overview



## Epiphany Lutheran Church 2007-2009 Strategic Plan

- A. Name: **Implementation Team (IT)**
- B. Purpose: The IT charge is to deploy Epiphany's strategy as defined by Epiphany's Strategic Plan, Balanced Scorecard, initiatives, and budget. The Implementation Team accomplishes this charge by monitoring organizational performance through Epiphany's Balanced Scorecard, developing and deploying, and achieving scorecard success.
- C. Norms: The Implementation Team will consider and establish group norms to address the following.
1. Group Leadership
  2. Internal and External Communication
  3. Work Style
  4. Work Schedule
  5. Decision-making
  6. Team Member Behaviors
    - a. Assume positive intent
    - b. Demonstrate proactive orientation
    - c. Manage risk
    - d. Manage conflict
    - e. Practice confidentiality
    - f. Build rapport with other strategic teams
- D. Deliverables
1. Deliver Balanced Scorecard results by the fifteenth of January, April, July, and October.
  2. Provide the following to the Steering Team: 2007 initiatives by December 15, 2006, 2008 initiatives by July 15, 2007 and 2009 initiatives by July 15, 2008.
  3. Use charters with defined deliverables to launch and manage ministry teams.
  4. Transition existing ministry teams relative to Strategic Plan.
  5. Develop and implement process communication and education plans.
- E. Boundaries
1. Understand that Steering Team defines boundaries including budget and staffing.
  2. Look forward and do what is best.
  3. Keep Steering Team informed.

- F. Quality Expectations
  - 1. Deliver work products on time with substance and form
  - 2. Manage time, meetings, and other organizational resources productively.
  - 3. Operate within budget.
  
- G. Success: The Implementation Team will:
  - 1. Understand and validate organizational strategy and scorecard.
  - 2. Work with the Steering Team to define scorecard measures.
  - 3. Define projects for ministry teams to accomplish.
  - 4. Launch and manage ministry teams.
  - 5. Assure effective communication of strategic deployment results.
  - 6. Support staff education of strategic deployment process.
  - 7. Develop and recommend projects to move strategic measures to be included in the annual work plan.
  - 8. Demonstrate rapport with ministry teams.
  - 9. Achieve scorecard success.
  - 10. Accomplish implementation of plan and ensure ministry team member individual growth and process satisfaction.
  
- H. Success Measures
  - 1. 2007 Balanced Scorecard
  - 2. 2007 annual work plan and budget progress report
  - 3. Implementation Team Assessments
  - 4. Steering Team Assessment
  
- I. Internal Performance Review
  - 1. Monitor 2007 Balanced Scorecard performance.
  - 2. Review Implementation Team process periodically.
  - 3. Meet communication requirements for Steering Team.
  - 4. Assess monthly congregational morale and impact of strategic initiatives.

**Balanced Scorecard:  
Measure Definition**



**Epiphany Lutheran  
Church  
2007-2009 Strategic Plan**

OBJECTIVE: Name associated strategic objective		
STRATEGIC LINK: Describe causal link between objectives. If we do this, then this will happen.		
MEASURE: Define measure.  List inclusions and exclusions.		
TARGET:	ACTUAL:	REPORTING FREQUENCY:
THE DATA... Describe how the data will be collected and reported. Who is accountable for this measure?		
THRESHOLDS...		
<p><b>GREEN</b> Define good performance range. If appropriate to measure, define per measurement period</p>	<p><b>YELLOW</b> Within 10% of target</p>	<p><b>RED</b> Less than 10% of target</p>

# Ministry Initiative Worksheet



## Epiphany Lutheran Church 2007-2009 Strategic Plan

- I. Ministry Initiative:
  - A. Brief description of ministry
- II. **PERSPECTIVE:** Name Scorecard Perspective (*Witness, Connection, Stewardship, or Discipleship*)
- III. **OBJECTIVE:** Name associated objective
- IV. **MEASURE:**
  - A. Name associated measure.
- V. **MINISTRY TEAM:** Name team
- VI. MINISTRY TEAM LEADERSHIP:
  - A. Relationship with Steering Team
  - B. Relationship with Implementation Team
  - C. Managed by Ministry Team: define implementation steps, resources needed, barriers or constraints, and project completion
- VII. STATEMENT OF FOCUS:
  - A. Describe focus of ministry
- VIII. STATEMENT OF OWNERSHIP:
  - A. Ministry Team owns project.
  - B. List major stakeholders.
  - C. Define success briefly.
- IX. **STATEMENT OF DELIVERABLES:**

What is promised?	Who receives this deliverable?	Start date	End date

# Ministry Team Charter Overview



# Epiphany Lutheran Church 2007-2009 Strategic Plan

- I. Team Name: Ministry Team (MT)
- II. Team Purpose: The Ministry Team charge is to deploy strategic initiatives included in the annual work plan and contribute to Epiphany's mission accomplishment through its Balanced Scorecard success.
- III. Norms (defined in early meetings)
  - A. Leadership
  - B. Communication
  - C. Work Style
  - D. Work Schedule
  - E. Decision-making
  - F. Other norms
    1. Assume positive intent.
    2. Be proactive.
    3. Use pilot approach if risk is high.
    4. Manage conflict/handle dissenting opinions.
    5. Practice confidentiality.
    6. Build rapport with Implementation Team (IT) sponsor.
- IV. What does success look like?
  - A. Understand and validate Epiphany's strategy and balanced scorecard.
  - B. Complete assigned project on time.
  - C. Demonstrate rapport with ET and IT.
  - D. Achieve scorecard success.
  - E. Accomplish ministry team member satisfaction and growth.
- V. Understand ministry team boundaries
  - A. ET defines (Budget, staffing, etc.).
  - B. Exercise judgment and do what is best.
  - C. Keep IT and team member management informed.

VI. Expectations

- A. Quality-work products have substance and form.
- B. Productivity-be good stewards of time, meetings and resources.
- C. Financial - operate within budget.

VII. Deliverables

- A. Deliverables are the products your team will create and are identified in the project specification document.

VIII. Ministry Team Success Measures

- A. Scorecard
- B. Team Member and Team Assessments

IX. Ministry Team Internal Performance Review

- A. Assure everything is on target.
- B. Meet communication requirements for sponsors.
- C. Assess internal impact, morale.

# Ministry Team



## Member Roles and Responsibilities

Member (Ministry Team): A ministry team (MT) member is chosen because of his or her role in the congregation and ability to contribute to the success of the initiative. Additional individuals may be called upon, as needed, to contribute their expertise.

- Collect data and continually study elements of the initiative in order to deepen knowledge and understanding of the process and team expectations
- In meetings, share information and data; participate in making decisions and developing plans
- Contribute to the content of a meeting; be aware of the meeting process and share responsibility for the effectiveness of the team
- Set priorities so that team participation, both in meetings and in completion of assignments, is not compromised (attendance at meetings is the expectation).

Leader (Ministry Team): A leader is a member of the ministry team who is given a coordinating role for the work of the team.

- Set meeting dates, schedule conference rooms, send out notices
- Set the agenda and guide the team through the agenda to achieve the objectives
- Provide direction, initiates activities, encourages members, and manages process
- Contributes ideas, interprets data and participates in decisions
- Provides communication between the MT and the Implementation Team sponsor

Recorder (Ministry Team): The recorder is a member of the ministry team assigned to maintain a record of its work.

- Keeps team records, correspondence, minutes, agendas, charts, data, etc.
- Documents decisions, actions and assignments of each ministry team meeting

Implementation Team (IT) Sponsor: An IT sponsor serves as a coach and consultant and participates to the extent necessary to ensure that the team is progressing consistently with the strategic objective.

- Initially work with the team to focus on the meeting process
- Provide advice or assist in the use of facilitation tools
- Provide coaching, training and feedback to the team
- Serves as liaison between the Implementation Team and Ministry Team
- May be called upon to intervene to provide direction
- Works with the Steering Team if the need arises to remove administrative roadblocks

# Agenda for Ministry Team Launch



# Ministry Team Launch

- I. Team Introductions
- II. Review Charter Packet
  - A. Team Roles/Responsibilities
  - B. Team Member Contact Information
  - C. Strategy Map
  - D. Balanced Scorecard and Measures Definitions
  - E. Initiative or Project Definition
- III. Team Building/Logistics
  - A. How do we want to be led?
  - B. How do we communicate with each other?
  - C. How do we work on assignments, gather input, post work and document progress?
  - D. When will we meet? How often will we meet?
  - E. How will decisions be made?
  - F. How will we stay on track?
- IV. Team Building/Ground Rules
  - A. Conflict Resolution
  - B. Dissenting opinions
  - C. Confidentiality
  - D. Member Participation and evaluation process
- V. Next Steps

# Ministry Team



# Team Member Contact Information

Member	Contact Information	Comments