

Epiphany's 2024 Strategic Plan Executive Summary

- I. Introduction to Process - On August 15, 2023, Epiphany Lutheran Church's (Epiphany's) Congregational Council (CC) launched strategic planning process and formed the Strategic Planning Team (SPT) to facilitate its completion. Members of this intergenerational team included Kendall Bierman, convener and editor retired Pastor Jim Bosse, CC President Landon Henderson, Lisa Miller, incoming CC President Candy Norman, Sienna Pearson, Pastor Julie Reuning-Scherer, Katrina Young and ex officio members Ed Wasser and Kathy Whited. Epiphany's CC received and affirmed SPT's draft of Epiphany's 2024 Strategic Plan (Plan) on April 23, 2024, for congregational consideration. The following is a summary of the Plan's main components.
- II. Direction – the process reviewed, identified and affirmed Epiphany's statements of values, mission and vision.
 - A. Values Statements – Epiphany's enduring principles, character and behaviors.
 1. Love – Epiphany exists in response to God's grace demonstrated in Jesus Christ and as an extension of Christ's ministry in the world. It is a love that is self-giving, unconditional, generous and centered in worship and prayer.
 2. Service – Epiphany's response to God's grace helps address the needs of its members and the broader community by calling members to act with compassion for the poor and forgotten, care for the hurting, and walk alongside others in times of trouble.
 3. Growth – Epiphany seeks to increase its presence as a community of faith and its positive impact on the faith lives of its members and visitors, and the world.
 4. Welcome – Epiphany strives to have a culture that is inviting and hospitable, accepting and inclusive of all people.
 5. Intergenerational – Epiphany recognizes the value of each generation and nurtures mutual appreciation through programs that build interrelationships and offer opportunities for people of all ages to share their resources of time and talent with each other.
 6. Integrity – Epiphany is a community of faith that is authentic, transparent with intention, and trustworthy.
 - B. Mission Statement – gives program focus and direction for this time and place. Epiphany exists to “Grow in faith, build thriving community, and transform

lives through Christ's love." The tag line "Loving Jesus by Serving Others!" remains a useful summary of Epiphany's overall mission.

- C. Vision Statement – imagines what Epiphany will look like in three to five years after successful 2024 Strategic Plan deployment and mission accomplishment. Epiphany will be “a welcoming and an intergenerational congregation dedicated to faith formation, service and worship, fostering spiritual growth and witnessing Christ in the world.”
- III. Plan Focus - emerged from the identification of the important issues facing Epiphany. and became the Strategic Themes or the driving factors that must be addressed for future organizational success. They are the following:
- A. Communication – Epiphany must leverage technology and its resources to enhance in-person and virtual worship experiences, inform members of ministries and activities, build relationships and community, and support transparency.
 - B. Faith Formation – Epiphany must provide opportunities for people of all ages and abilities to grow in faith through experiences of education, worship, small groups, and service.
 - C. Membership Growth – Epiphany must grow as a community of faith by inviting new members as well as caring for, engaging and sustaining its members.
 - D. Outreach – Epiphany must evaluate its mission, resources and strengths and community need to offer effective ministries to help people.
 - E. Ministry Context – Epiphany must understand its ministry and the societal landscape to adapt its programs to meet peoples' needs.
 - F. Financial Viability – Epiphany must exercise faithful stewardship of its assets and talents to optimize human and physical resources, encourage generous giving and operate with a margin allowing for ministry growth.
- IV. Strategy – depicted on the attached Strategy Map, which illustrates the goals and objectives and their cause-and-effect relationships with each other, balanced by perspectives of Witness, Process, Stewardship and Learning and Growth. In short, the strategy communicates Epiphany's organizational intent to transform the lives of its members and other people by providing opportunities to grow in the Christian faith through worship, education, service and fellowship, and building a thriving community of faith through interpersonal relationships and faith forming activities.
- V. Plan Deployment – accomplished through strategic teams comprised of volunteers and employees and strategic initiatives and measures.

A. Strategic Teams

1. Congregational Council – leads the charge, charters, recruits and launches Implementation Team, integrates Balanced Scorecard into annual budget, monitors progress and looks to the future.
2. Implementation Team – integrates strategy into management system, charters, recruits and launches deployment teams focused on each Strategic Theme (Theme Teams), coaches team members, and gathers, analyzes and communicates data.
3. Theme Teams – deliver assigned projects on time and target. Initial project will review current activities addressing theme, create success measures and targets, and propose initiatives to move those measures. In addition, team needs to execute theme plans and communicate outcomes.

B. Strategic Initiatives and Measures – annual work plan initiatives move goal and objective measures found on a Balanced Scorecard that tracks their progress quarterly. Each goal or objective will have one to three measures with associated targets. Remember the Balanced Scorecard is not a “report card;” it is an objective performance tracking tool.

C. Next Steps:

1. 2024 Annual Meeting: Congregation considers and adopts Epiphany’s 2024 Strategic Plan.
2. June – September 2024: Strategic Teams chartered, recruited and launched. Teams deliver initial reports with introduction, findings, conclusions and recommendations for 2025 Work Plan and Budget.
3. October – December 2025: Teams propose 2025 work plan initiatives and success measures. CC approves 2025 Work Plan and Balanced Scorecard and congregation adopts 2025 Budget. Teams prepare to act and accomplish goals for 2025.

VI. Questions and Member Engagement:

- A. Contact the church office with your questions, for a complete text of the Plan and to communicate your interest in working on one or more themes.
- B. Look for ways to support the plan by participating in faith-forming and community building activities and experience the blessings of Christ’s love through Epiphany’s ministry and mission accomplishment.

Epiphany's 2024 Strategy Map

