
INTENTIONAL INTERIM MINISTRY TASKFORCE

FINAL REPORT

Submitted by the Intentional Interim Ministry Taskforce

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August 8th, 2017
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**Review of Taskforce Activities at Immanuel
Taskforce Final Report
August 8, 2017**

Background: The tasks of the Intentional Interim Ministry process comprised the following stages: Termination, Direction Finding, Self-Study, Search, Negotiation, Call, Installation and Startup. The Intentional Interim Taskforce was created to facilitate the congregational Self Study and Developmental Tasks of the Interim Ministry. The following areas were the focus of the Taskforce work.

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A. Recommendations from the Heritage Committee

- 1. Identify generational needs and build intergenerational bridges.**
- 2. Succession planning. The need to cultivate and provide training/ mentoring of future potential leadership candidates.**
- 3. Maintain and enhance connections/relationships within the congregational membership. (We recognize that it takes 7 relationships to sustain 1 member).**
- 4. Early identification and interventions of potential conflicts.**

For a full report note enclosure #1, 1b

B. Hope Group Studies

A summary document entitled "Hope, Doubt and the Future," outlines five challenges the congregation has identified: doubts, including Pastoral leadership, and lay leadership, internal control issues, externally the

congregation's relationship with District/Synod, and the role of Seminary in being able to provide Pastors to meet current and future congregational ministry needs. A key finding of the congregation's self-perception is it feels that it is limited by its past struggles. Another, is that there is optimism for congregational revitalization and a desire by members to work toward that revitalization.

The congregation should move toward the development of healthy processes to address the following three questions:

Recommendations from the Hope Group Studies

- 1. What is the role of the Pastor? What process can be developed to provide reasonable and specific expectations for the congregational/pastoral relationship?**
- 2. What process can be used to positively address past issues, provide early identification and positive interventions of arising and future issues?**
- 3. What objective process can be used to determine the proper balance between Outreach (outward focus ministry) and Inward focus ministry (strengthening the congregation as a Christian community)?**
- 4. What objective process can be developed to determine the specific ministry priorities which congregational members can unite around?**

For a full report note enclosure #2

C. Inventories:

Physical Inventory Recommendations from Board of Property

- 1. Usage of space and development by outside groups to broaden the spectrum of users, not just for the congregation.**
- 2. Secure Little Lambs Preschool and Quilting room from outside users.**

For a full report note enclosure #3

Active Groups Inventory

An audit of active groups was conducted in early 2017 through a survey and volunteer form. This audit found 40 currently functioning groups within the congregation, many of which operate independently of one another. These groups are far ranging from Bridge groups, to Altar Guild, Bible study to Quilting, Global Missions to Shut- in-Visitation. There is a dedicated core group of lay volunteers (59) who volunteer with several groups and a smaller group of volunteers who are involved with a single group. Membership of the Fellowship committee and Taskforce organized a "Meet & Greet" event.

Recommendations from the Active Groups inventory

- 1. Every 3 months a "I would be interested in participating or learn more" volunteer sheet will be placed in the bulletin, as well as a consistent and ongoing "How to session" for volunteers would be offered/scheduled.**
- 2. Every fall, a volunteer fair shall be conducted with all church groups participating.**
- 3. Maintain a current booklet of volunteer opportunities, programs and activities within the church. Make this booklet visible and accessible to all members and visitors.**
- 4. All groups within the church should be identified under a particular board.**
- 5. A yearly checkup of all groups functioning within the church shall be performed using a simple questionnaire. (see endnote #1)**

For a full report note enclosure #4

D. Financial Audit

Baynish Basset (Small Business Consultant) was hired to perform a financial audit. The results indicate that the financial systems the congregation has implemented are excellent and provide a very accurate financial picture. There was an opinion expressed that financial revenues are not currently meeting the budgetary requirements. There is little room in the short term to reduce the budgetary requirements so the congregation will need to explore ways to increase revenues.

The congregation's new reality is that it has experienced a significant loss of active membership resulting in a smaller sized congregation with a smaller sized pool of human and financial resources.

Recommendations from the Financial Audit

1. Explore ways to increase membership.
2. Explore ways to increase attendance of members.
3. Explore ways to increase donations.
4. Dedicated funds vs. general funds
5. Consider ways to increase fundraising.

For a full report note enclosure #5 a, b

E. Demographic Study

Membership statistics*(unaudited):

Members 763 Baptized 849 Confirmed 518

Non-Members 492/ 1,255

Attendance: **9am service** 20-30 on average;

11am service 126 on average

A demographic study was conducted using Canadian and City of Lethbridge Census material and where possible focused on west Lethbridge where the church is located. A demographic analysis was also conducted on the congregation based on the congregation's current membership roll. The greatest period of west Lethbridge growth happened in 2005 at 17.74%. This coincides with the greatest period of congregational growth. In 2016, west Lethbridge had the highest population increase in Lethbridge (2.5-4%) significantly down from it's high in 2005, but still a healthy growth. The largest population group of west Lethbridge is the 20-24-year-old segment at 14.9%. A comparable congregational 19-29-year-old segment is 17%. The congregational 65+ segment (18%) is higher than the community 65+ age segment. More telling is the broader age comparison for the 1-40-year-old segment. The west Lethbridge segment is approx. 80%. The congregational 1-40 year old age segment is 52%.

A more accurate demographic study would include a breakdown of active membership demographics. Overall, the congregation demographics are weighted toward the older demographics in comparison to its community, but in key segments (18-40) it is reflective of the community. Please note; the key area that is underrepresented in the congregation when compared with the community is the "under 18 age" category.

Recommendations from the Demographic Study

- 1. Decide the specific focus for its mission engagement and its desired outcome.**
- 2. Create a knowledge base/ new learnings**
- 3. Create a step by step process to engage its mission.**
For a full report note enclosure #6 a, b, c

F. Communication

Currently, the congregation receives communication through weekly announcements at both services, weekly bulletins and the monthly newsletter.

The congregation was given a communications survey. Twenty six congregational members responded. The following questions were asked:

- a. In terms of communication, what does this church do well?
- b. Improvements to communication:
- c. How do "you" receive information about Immanuel and its activities?
- d. What other methods of communication should Immanuel explore?

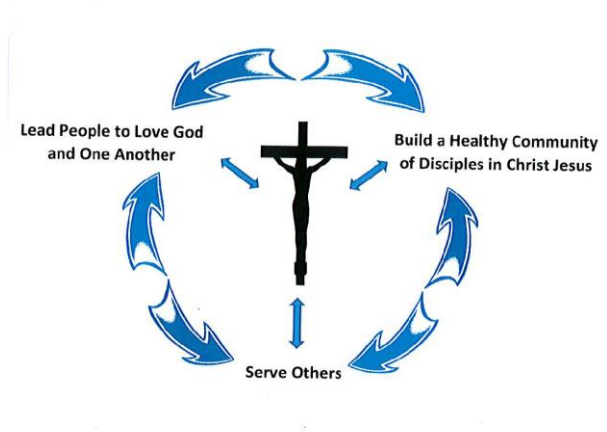
Recommendations from the Communication Survey

- 1. The Website needs to be kept current with definite expiry dates for information placed on the website and weekly updates where possible.**
- 2. The congregation's on-line presence through Facebook and other media needs to be enhanced.**
- 3. Feedback Loops are essential to good communication. Congregational members need to know how and to whom they should provide feedback. They should be provided a safe environment in which to express their feedback. (see endnote #2)**
- 4. An annual congregational survey of communication effectiveness should be conducted to address any challenges or improvements the congregation may wish to make.**
- 5. The congregation may want to consider creating a Director of Communications position to ensure consistency in its communication ministry.**

For a full report note enclosure #7a & 7b

G. Mission, Vision, Core Values

MISSION STATEMENT: We, at Immanuel Lutheran Church, are called by God to lead people to love God and one another, to build a healthy community of disciples in Christ Jesus, and to serve others.(see endnote #3)



VISION STATEMENT: Our faith, at Immanuel Lutheran Church, is built upon God, as revealed in Holy Scripture and made known to us in Jesus Christ. We practice and grow our faith in God and in relationship with one another through worship, and through service as well as through personal and small group learning experiences.

KEY COMPONENTS OF VISION STATEMENT EXPLANATION:

WORSHIP: To provide worship services using traditional and contemporary sources that gives members and visitors the opportunity to experience the grace, love and joy of God.

CHRISTIAN EDUCATION: To be Biblically and theologically informed. Our Christian faith is grounded in Biblically oriented sermons and strong educational programs for all age groups.

SERVICE: To empower members of our congregation to serve God through involvement in a variety of congregational, community, social ministry and global church activities in innovative ways, including partnerships in the community.

INVITING COMMUNITY: To welcome persons of all cultures and backgrounds to participate in our Lutheran worship, and our congregational activities while offering a place of sanctuary and support.

OUTREACH: To bring Jesus Christ to the community through worship, through education, through service opportunities, through fellowship activities, through personal community engagement (such as prayer walks, introductions/interviews with community leaders, etc.) and through online media, collaborating where possible with others.

CORE VALUES STATEMENT OF IMMANUEL LUTHERAN CHURCH

The Centrality of the Gospel
Unity among members of Immanuel
Authentic Relationships
Transparency and openness of communication
Worship
Outreach
Biblical Education



Recommendation from the Mission, Vision, Core Values Statement

- 1. That the Parish Planning Council approve the Mission, Vision, Core Values Statement as presented in this document.**

- 2. That the Parish Planning Council recommend to the Voters' Assembly the adoption of the Mission, Vision, Core Values Statement.**

H. Items yet to be completed

- 1. Staffing Analysis** – there is the recognition that a staffing review needs to be conducted. However, no work in this area has been conducted by the Taskforce at the time of this report. The Taskforce recommends that the PPC establish this as a short term priority.
- 2. Membership Audit** – A review of membership was not conducted by the Taskforce. We are of the understanding that the Board of Elders are currently in the process of reviewing the membership roll and all the related issues such as membership definition, recording keeping, etc.
- 3. Direction Statement.** The Taskforce did not work with the congregation on providing a direction statement. The direction statement would lay out step by step the intended areas of work, developing timelines for completion and assignment of responsibilities. The Taskforce recommends to PPC that it should consider the development of a process to help guide the congregation's focus in an agreed upon direction. The Taskforce has provided the PPC with both the Mission and Vision and Value statements to help with this process and recommends that the direction supports and enables both the mission statement and vision statement. The direction statement outlines the short-term priorities /concrete steps of the congregation, i.e. Question: "what do we do next." Answer: "We will do this and then that, etc." An example might be: The next thing we will do is form a Call committee, prepare to call and then officially call a Pastor, from there we enter negotiations and then prepare for the installation, etc.

Recommendations on the work yet to be done

- 1. PPC will create a Personnel Standing Committee. This committee would review the staffing needs taking into account the congregation's work program; develop staffing policy, staff evaluations policy, remuneration policy and all other aspects of staffing and make recommendation to PPC.**

- 2. PPC will create a Membership Audit Standing Committee. This committee would review the membership list and conduct a membership audit to ensure that membership is current and accurate and make recommendations to PPC.**

- 3. PPC will create a Ministry Work Program Standing Committee. The committee would work with the ministry boards, congregation, and Pastor to recommend to PPC the direction of the work that the congregation will focus on in the coming year.**

Endnote #1

Sample questionnaire for Church groups

Immanuel Lutheran Church Mission Statement:

We, at Immanuel, are called by God to lead people to love God and one another, to build a community of healthy disciples in Christ, and to serve others.

Immanuel Lutheran Church Vision Statement:

Our faith, at Immanuel Lutheran Church, is built upon God as made known to us in Jesus Christ. We practice and grow our faith in relationship with God and one another through worship, through service, as well as personal and small group learning experiences.

Please tells us about your group:

Group Name_____

**Contact Person
Name & phone#**_____

What is working well?

What needs improvement?

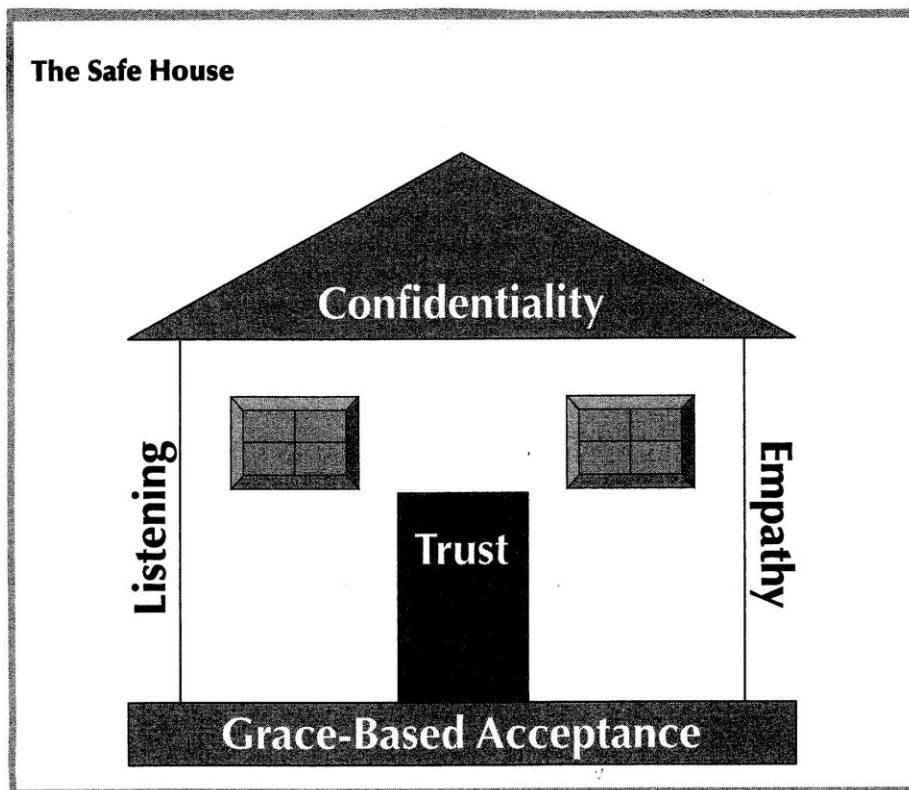
What are your challenges if any?

Successes, Thanksgivings and Praises you would like to share:

Please return to designate, e.g. Parish Coordinator

Endnote # 2

This is an example of an illustrated way to teach respectful communication.



Endnote #3 Mission, Vision, and Values Statement

Immanuel Lutheran Church has a Constitution that serves as its legal and denominational identity and provides its scriptural and confessional foundation.

Article #2 of the congregation's Constitution is particularly important to the work of the Intentional Taskforce, because it provides a Mission and Vision statement.

The following is **Article #2** of Immanuel Lutheran Church, Lethbridge:

The purpose of this congregation shall be to give honor and glory to God, to carry out His will, to assist in bringing the Gospel of Jesus Christ to all the world, to manifest the unity of our faith in Jesus Christ as Lord and Savior, to unite in worship, to foster Christian fellowship and love, to extend a

helping hand in human need, and to achieve our objectives by the preaching of the Word of God, by the proper administration of the sacraments, by religious instruction and by a Christ-like witness.

To be clear, the Taskforce was not charged with the task of reviewing, altering or replacing this Constitutional article nor has it contemplated the need to do so.

Rather, it is within the context of the Constitution that the Taskforce has set about its work to provide a Mission statement.

Constitutional **Article #2** allows for any number of possible goals, outcomes and a multiplicity of possible work that could be considered by the congregation. The reality however, is that the congregation cannot do it all. Consideration needs to be given to choose among all the possibilities the work that the congregation will do and to determine how it will be done.

The purpose of this Mission statement is to state the work the congregation will do. The Mission Statement is intended to provide clarity and focus to the congregation's work. The Mission statement will inform the congregation, its executive, boards, and Pastor when making decisions concerning its annual work program.

The Vision Statement provides the answer to the question, "how will we do the work?"

The Vision Statement provides the bridge to take the congregation and members of the congregation from **Article #2** of the Constitution to the Mission Statement.

The Taskforce has chosen to write the Mission Statement from the perspective of desired outcomes. We asked the question, "What do you want Immanuel Lutheran Church to look like?"

The four desired outcomes of the congregation were determined by the members of the congregation as they participated in surveys, interviews and group discussions such as the Hope Groups. It is anticipated that as the work of the congregation unfolds, incremental adjustments to the Mission and Vision statements will need to be made. Every three to five years new Mission and Vision statements will need to be created. The Mission statement then is a working document.