

*The Power of* **We**

Member Congregations of the Interfaith Mission Service

**Annual Plan**

**2011**

# Table of Contents

|                                     |       |
|-------------------------------------|-------|
| Definitions                         | 3     |
| Inspiration                         | 4     |
| Planning Process                    | 5     |
| Strategic Plan                      | 6     |
| Ministry Area Plans & Goals         | 7-18  |
| Organizational Chart                | 19    |
| Congregational Input Survey Results | 20-21 |
| Staffing Model                      | 22    |
| Annual Plan Overview                | 23    |

# Frequently Used Terms and Acronyms

| <b>Terms</b>                                  | <b>Definitions</b>   |
|---|--|
| <b>Leadership Council</b>                     | The designated representatives of the member   |
| <b>LC</b>                                     | Leadership Council   |
| <b>Ministry Areas</b>                         | The organizational elements reporting to the Board of  |
| <b>Ministries</b>                             | A sub-set of the ministry areas. The individual ministries within a ministry area e.g. Faith & Spirituality is a ministry area and Hometown Pilgrimage is a  |
| <b>Board of Directors</b>                     | A sub-set of the Leadership Council responsible for developing and implementing the annual plan and day  |
| <b>Lead congregation</b>                      | Member congregations provide the implementing infrastructure for specific ministries and/or tasks  |
| <b>Supporting congregation</b>                | Congregations supporting a lead congregation   |
| <b>BoD</b>                                    | Board of Directors   |
| <b>Standing Committees</b>                    | Committees reporting to the LC e.g. Membership, Strategic Planning, Governance and Resource  |
| <b>Service - Learning Opportunities (SLO)</b> | SLOs integrate meaningful community service with instruction and reflection to enrich the learning experience, teach civic responsibility, encourage lifelong civic engagement, and strengthen communities |
| <b>SMT</b>                                    | Specialized Ministry Team - A team that has specialized skills, processes and tools for helping ministry groups plan and implement their goals.  |

From the Strategic Plan

**H. Stanley Judd**

A good plan is like a road map: it shows the final destination and usually the best way to get there.

**Dwight D. Eisenhower**  
Plans are nothing; planning is everything. Plan your day every day.

Preparation: Plan to proceed positively.

## Guiding Maxims for Planning and Operations Best Practices

### The Mission Comes First

**“...the mission is always long range. It needs short-range efforts and very often short-range results. -- So we start always with the long range, and then we feed back and say, What do we do *today*?”**

**Richard C. Cushing**  
Always plan ahead. It wasn't the main thing you did and you go about it and staying with it.

**Alan Lakein**

Planning is bringing the future into the present so that you can do something about it now.

### From Mission to Performance

“Strategy converts a non-profit institution’s mission and objectives into performance.”

### Managing for Performance

“Define performance for each of the non-profit’s key areas.”

### People and Relationships

“The non-profit board also plays a very different role from the company board. It is more active and, at the same time, more of a resource.....”

From “Managing a non-Profit”, by Peter Drucker,

**Henry David Thoreau**

In the long run, men hit only what they aim at. Therefore, though they should fail immediately, they had better aim at something high.

**Eleanor Roosevelt**  
It takes as much energy to wish as it does to plan.

**Proverb quotes** “He who fails to plan, plans to fail”

Mission Statement

Vision Statement

Next Year Strategic Input

Strategic Plan or Long Range Plan or Five Year Plan

# Accountable Planning

5

Strategic Plans Accountable to Mission and Vision Statements

Annual Plans Accountable To Strategic Goals

## Annual Planning Process

Member Congregation Inputs

Existing Ministry Inputs

Preliminary Plan Ready

Adopt Annual Plan

Next Year Annual Planning Phase

Underwriting Phase (cong visits, fundraising)

Current Annual Plan

Jan

Feb

Mar

Apr

May

Jun

Jul

Aug

Sep

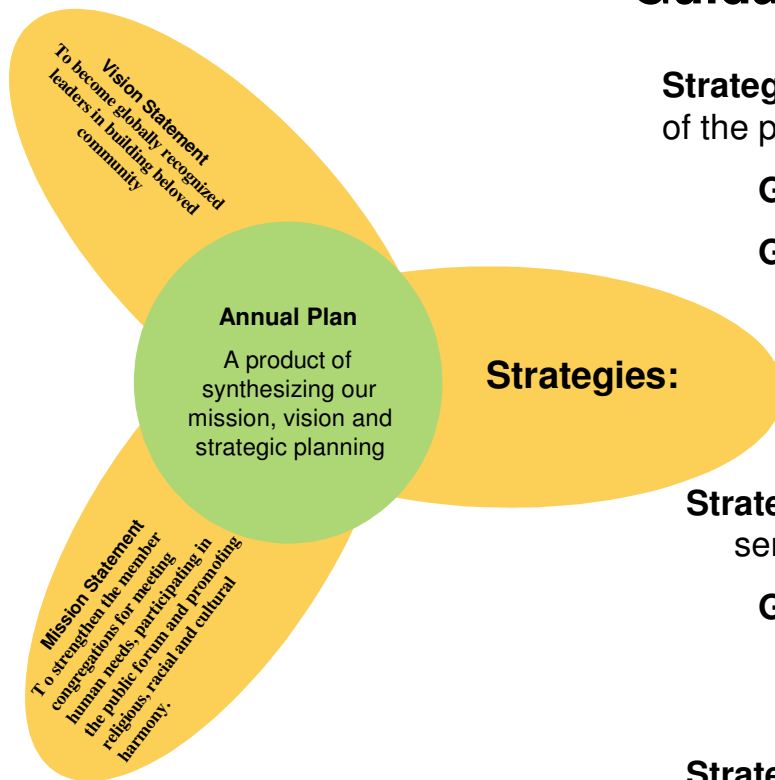
Oct

Nov

Dec

Jan

# Guidance from the Strategic Plan for 2011



**Strategy 1:** Pursue understanding of the common teachings and values of the participating faith traditions

**Goal 1:** Organize an interfaith summit

**Goal 2:** Build the outreach capacity of the member congregations and a culture of cooperation in the ministry areas of: a. Direct Service, b. Social Justice, c. Race and Culture, d. Faith and Spirituality - carry over from 2010

**Strategy 2:** Pursue an understanding of community needs and defining service learning opportunities for our members

**Goal 1:** Generate a community needs assessment covering all of our ministry areas for informing member congregations

**Strategy 3:** Add the capability of a teaching center

**Goal 1:** Via strategic alliances with the international Services Council, UA Huntsville and Judicatory Relations process at least 100 students through Institute's "Teaching Center" Curricula

## **Organizational goals:**

Goal 1: Begin the process for achieving accreditation by the TBD accreditation commission.

Goal 2: Set up separate foundation for raising money.

Goal 3: Increase number of member congregations by 10% each year.

Goal 4: Increase ministry recipients/attendees by 10% each year.

# Faith and Spirituality

## Interfaith Dialogue

### Description:

Initiates interfaith dialogue through programs and travel involving participants from diverse spiritual groups.

### 2011 Goals/Objectives:

- To provide the core four hour "ID on the Road" program to a minimum of four congregations, clusters of congregations, or individuals within the Cooperative
- To offer two four hour public ID presentations in two different settings, reaching over 100 people representing a broad spectrum of spiritual traditions and paths.
- To provide an Interfaith Dialogue experience or program at schools
- To continue to refine the ID core curriculum and power point presentation, including integration of cutting edge interfaith teaching and presentation resources from national best practice programs.
- Video record a ID on the Road presentation for inclusion of a DVD
- Make select or all program materials available on the website
- To offer ID programming to International Services Council (ISC) and area educational groups
- To develop a congregation based local exchange program
- To effectively promote all ID programs through direct mail, pay-per-click advertising, PSA's, email marketing, radio and/or television, word-of-mouth, signage, Cooperative channels of communication, announcements at similar events, and promotional materials

### Action Schedule:

|  | Jan                        | Feb | Mar | Apr | May   | Jun                         | Jul  | Aug | Sep                            | Oct | Nov | Dec |
|--|----------------------------|-----|-----|-----|---|-----------------------------|--|-----|--------------------------------|-----|-----|-----|
| Identify congregations and group (sites)                               | ✓                          | ✓   | ✓   | ✓   | - Identify 1 per month, 4 by end of April - |                             |  |     |                                |     |     |     |
| Develop opportunities for speaking to potential new participant groups |                            |     | ✓   | ✓   | ✓   | ✓                           | - Identify 1 per month, 4 by end of June - |     |                                |     |     |     |
| Start program in congregations   | - Start 4 by end of Dec. - |     |     |     | ✓   |                             | ✓  |     | ✓                              |     | ✓   |     |
| Recruit 2 public venues  |                            |     |     | ✓   |   |                             |  | ✓   | - Recruit 2 by end of August - |     |     |     |
| Advertise public venue programs  |                            |     |     |     |   |                             | Monthly                                    |     |                                |     |     |     |
| Conduct public venue programs  |                            |     |     |     |   | ✓                           | - Conduct 2 by end of December -           |     |                                |     |     | ✓   |
| Recruit school sites   |                            |     | ✓   |     | ✓   | - Recruit 2 by end of May - |  |     |                                |     |     |     |
| Conduct school programs  |                            |     |     |     |   | ✓                           | - Conduct 2 by end of December -           |     |                                |     |     | ✓   |
| Create congregational exchange program                                 |                            |     | ✓   |     |   |                             |  |     |                                |     |     |     |
| Recruit congregational participants & advertise exchange program       |                            |     |     |     |   | ✓                           |  |     |                                |     |     |     |
| Conduct congregational exchange program                                |                            |     |     |     |   |                             |  |     |                                |     |     | ✓   |
| Continue involvement with ISC  |                            |     |     |     |   |                             | As Needed                                  |     |                                |     |     |     |
| Provide program updates & reports to LC and BOD                        |                            |     |     |     |   |                             | As Requested                               |     |                                |     |     |     |
| Develop 2012 Road Map  |                            |     |     |     | ✓   |                             |  |     |                                |     |     |     |

### Service & Learning Opportunities

- |   |   |
|---|---|
| 1. For a congregation to be the booking agent               | 5. Develop Congregational Exchange Program    |
| 2. Update the Showing Southern Hospitality                  | 6. Develop video component to core curriculum |
| 3. Updating and generating packets                          | 7. Make curriculum available via website      |
| 4. Create master bibliography and make available on website | 8. Refine existing curriculum                 |

# Faith and Spirituality

## Day of Service and Unity

### **Description:**

Day of service for individuals of varying ages, ethnicity, and faith to work together on hands-on community projects that will help in creating a more cohesive Madison County

### **2011 Goals/Objectives:**

- To build community by offering an opportunity for individuals of varying ages, ethnicity and faith to work together on hands-on community projects that will help in creating a more cohesive Madison County.
- To foster networks and collaborative work with diversity organizations and unity-building projects throughout Madison County
- To build community through conversation, information exchange, dialogue and discourse
- Use the anniversary of 9/11 to transform the date from a day of division into one of unity.
- Extend the youth and congregation involvement generated from this year's pilgrimage by inviting them to participate in another form of "walking together"
- Present the opportunity for congregational projects to be offered to a greater audience
- Foster an atmosphere which encourages faith communities and organizations to call upon one another throughout the year for joint activities
- Promote this day for specifically designed activities on the part of needy organizations.
- Increase the number of participating organizations and faith communities by five from 2010
- Use this as an opportunity for outreach to potential members both congregationally and individually.

### **Action Schedule:**

#### **May:**

15 – Implement Monthly Meetings

#### **June:**

5 – Identify congregation responsible for registration

15 – Deliver 2010 "As Performed" Roadmap

Deliver 2011 Planned Roadmap

Finalize projects and needs (some can be added after this date as appropriate)

30 – Generate information/articles/request to congregations soliciting help

Identify primary projects which showcase diversity: age, ethnic, race, etc.

#### **July:**

1 – Begin pre-registration via website

15 – Launch public relations campaign

Provide "release" statements and include line for use of photographs for publicity

#### **August:**

1 – Recruit congregations and organizations to provide refreshments/water/other supplies

#### **August: (cont)**

5 – Implement weekly meetings

Arrange for donations of materials if necessary

Identify Site Leaders

25 – Have sufficient directions, maps, signs, handouts needed for day

Arrange for photos to be taken on the day

Insure transportation/drivers secured for UAH students

Have medical release forms available

#### **September:**

1 – Pray for good weather

9 – Set up quilters day before

10 – Request evaluations/comments be posted online

#### **October:**

30 – Read posted comments/add to 2011 Roadmap

Identify host congregation for 2011

#### **To Be Determined:**

Provide display and time for announcement at Annual Dinner

Announce DSU at One Huntsville

### **Service & Learning Opportunities**

- |   |  |
|---|--|
| 1. Collaborative work to identify mutual project areas  | 5. Learn about specific community programs, their foci and their needs                                 |
| 2. Experience team building within congregation and in larger community                       | 6. Opportunity for congregations to identify needy projects and incorporate them into their ministries |
| 3. Create networks of mutual support by working with congregations of other faith backgrounds | 7. Youth can receive credit for service hours by participating   |
| 4. Recruit congregations to participate possibly highlighting their own projects              | 8. International students can meet participants in settings outside the academic field                 |

# Faith and Spirituality

## Hometown Pilgrimage

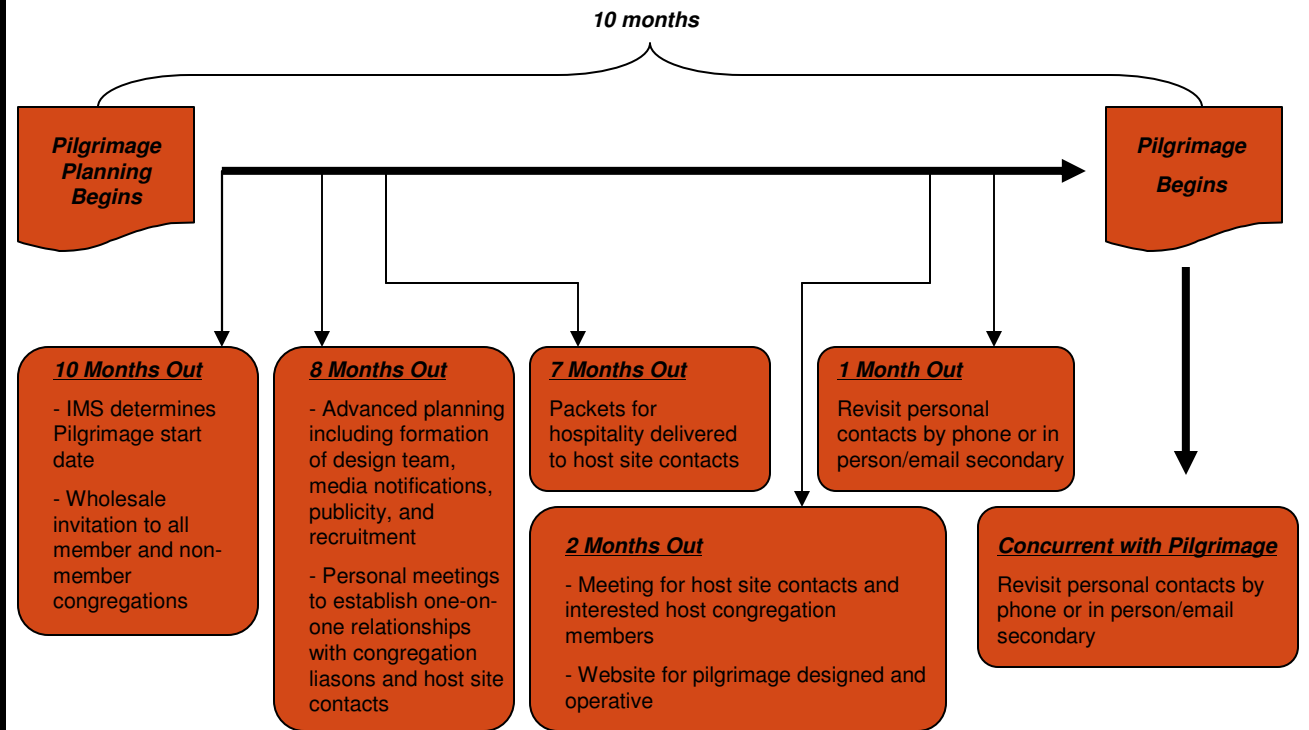
### **Description:**

During an event, people journey with fellow "pilgrims" to personally experience the traditions of other faiths. This is done in their settings and in an environment that permits questions and dialogue with the represented congregations following the service.

### **2011 Goals/Objectives:**

1. To reconvene the Hometown Pilgrimage with a youth and family emphasis
2. To exemplify intergenerational, interracial, and interfaith diversity.
3. To emphasize education and mentoring
4. To facilitate relationship building
5. Work on making the community better Together
6. Archive HP experiences for future pilgrimage usage
7. Use four month time frame
8. Form an intentional design team with from a diverse background
9. Increase HP marketing for 2011
10. Network with other interested groups and parties within IMS and community
11. Create link on national level with Interfaith Youth Core

### **Action Schedule:**



### **Service & Learning Opportunities**

1. Explain the features and benefits of participating in the HP to member and non-member congregations
2. Design teams, which should include: IMS staff, member congregations with adult rep and youth rep
3. Archiving, reflection study group opportunities to document progress and package pilgrimage to pay it forward in other communities
4. Implement parallel pilgrimages which 'erupt,' spontaneously due to good experience with 2011 HP

# Race and Culture

## Racial Harmony Coalition

### **Description:**

The RHC engages congregational and community leaders and their members as catalysts for bridging the gaps in racial disparities and promoting racial equity in Greater Huntsville.

### **2011 Goals/Objectives:**

#### **1. Raise Awareness**

Raise public awareness of racism individual and institutional – and the disparity issues that result in order to change harmful behaviors.

#### **2. Share Knowledge**

Build a common knowledge base and vocabulary for improving dialogue on race and disparity issues.

#### **3. Seek Solutions**

Seek solutions to reduce and ultimately eliminate disparities in five focus areas: housing, healthcare, crime, education, and the effect of poverty on children and families.

#### **4. Provide Strong Leadership**

Strengthen leadership structure and resource base in order to build organizational capacity.

#### **5. Build Personal Relationships**

Demonstrate and provide avenues for diverse individuals and groups to build openness and trust in order for meaningful personal relationships to flourish.

#### **6. Evaluation**

Monitor changes in the five focus areas and congregational involvement to keep community informed and abreast of progress/challenges.

### **Action Schedule:**

#### **No later than June**

June 11 – Conference with Maggie Potapchuk

Establish 2 “Racial Harmony Clubs” throughout city: book reviews, social networking, use videos/films for discussion and interaction, one focused on youth

#### **No later than August**

Sponsor 2 – 4 neighborhood forums on race relations, to include civic associations – focus on history, current status, manifestations of structural racism, and clarify values

#### **No later than August**

Focus on Youth – 2011 Youth Council/Leadership Conference

### **Service & Learning Opportunities**

1. Create Disparity Teams
2. Create Resource Library for coalition use
3. Engage in Book Study
4. Build a network of 12 trainers to conduct work sessions – Racial Equality Learning Network

# Race and Culture

## One Huntsville

### **Description:**

Gathers citizens from diverse ethnic, religious, and social backgrounds in monthly meetings. Fosters networking, collaboration, and action in a targeted community service area during each meeting.

### **2011 Goals/Objectives:**

- Offer twelve quality monthly gatherings that bring together congregations and citizens from various races, cultures, faiths, and economic communities, crossing barriers and building bridges in civic life
- Foster networks and collaborative work with diversity and unity-building organizations throughout Madison County
- Insure that at least 2 programs are presented/coordinated by member congregations
- Build community through conversation, information exchange, dialogue and discourse
- Grow as the core ongoing diversity gathering for our city
- Provide a means for those attendees to take action as a result of the monthly topic
- Involve at least 100 people per year in the programs

### **Action Schedule:**

|   |         |
|---|---------|
| Hold planning and implementation team session, including securing a coordinating and support congregations  | Jan 15  |
| Identify monthly programs for the second quarter, insuring that the programs are formatted for dialogue and action, with follow-up built onto the program | Jan 15  |
| Generate a defined PR plan for expanded and targeted OH outreach  | Feb 1   |
| Generate a professional package for the One Huntsville mode.  | Feb 15  |
| Hold second planning and implementation Team session  | Apr 15  |
| Generate renewed PR plan for expanded and targeted OH outreach  | Jun 30  |
| Hold third Planning and Implementation Team session   | Aug 15  |
| Implement and apply a professional package for the One Huntsville model.  | Aug 1   |
| Review and strengthen PR plan for expanded and targeted OH outreach   | Sept 15 |
| Hold fourth planning and Implementation Team session  | Dec 1   |
| Insure at least 2 programs presented by member congregations  | Nov 1   |
| Deliver 2010 "As Performed Road" Map  | Jan 15  |
| Deliver 2012 Planned Road Map   | Apr 30  |

### **Service & Learning Opportunities**

- Discover ways to collaborate with others to identify and implement timely public unity programs
- Provide monthly programs that build upon the strengths and interest of the faith community.
- Learn how to design and implement unity-building programs

# Social Justice

## (1) JustFaith, (2) Social Justice Study Guides, and (3) Social Justice Workshops

### Description:

- *JustFaith* is a 30-week process that instills a passion for justice and prepares participants for the work of social ministry. It originated in the Roman Catholic Church but now also has an ecumenical version.
- *Social Justice Study Guides* will focus on topics coming before the State Legislature during the year. They're designed to enable the users to make the connection between faith and social justice, provide for deliberative discussion, and make recommendations for legislative action.
- Two *Social Justice Workshops* will be conducted. The first workshop will empower and enable key people within the member congregations for implementing goals 1 and 2. The follow-on workshop will empower congregation members and the general public with information and reforms needed on social justice topic.

### 2011 Goals/Objectives:

1. Promote the program among the cooperative's member congregations. The goal is to have at least three congregations use this curriculum this year.
2. Begin an annual activity to prepare study guides for topics coming (or should be coming) before the state legislature.
3. Conduct two workshops
4. Develop an alliance with the Alabama Poverty Project and Alabama Faith Council for mutually beneficial social justice activities.

### Action Schedule:

| <u>March 1</u>  | <u>July 1</u>  | <u>November 1</u>            |
|---|--|------------------------------|
| Launch internal PR Initiative among congregations                           | Complete 2 more study guides   | Complete 2 more study guides |
| Have completed 2 of the study guides  | Conduct one workshop   | -                            |
| Engage two congregations in JustFaith                                       | -  | Conduct second workshop      |
| Pursue opportunities with Alabama Poverty Project and Alabama Faith Council | Meet with leaders of Alabama Faith Council to organize joint activities. |                              |

### Service & Learning Opportunities

1. Explain the features and benefits of using the JustFaith course to the member congregations. This requires someone who has been through the course
2. Participate in the course when offered. Either in one's own congregation or another one.
3. Become better informed on a social justice topic and participate in developing the legislative session recommendations documents.
4. Help prepare study guides to be used to discuss the topics
5. Help plan the two workshops

# Direct Services

## FOODLine

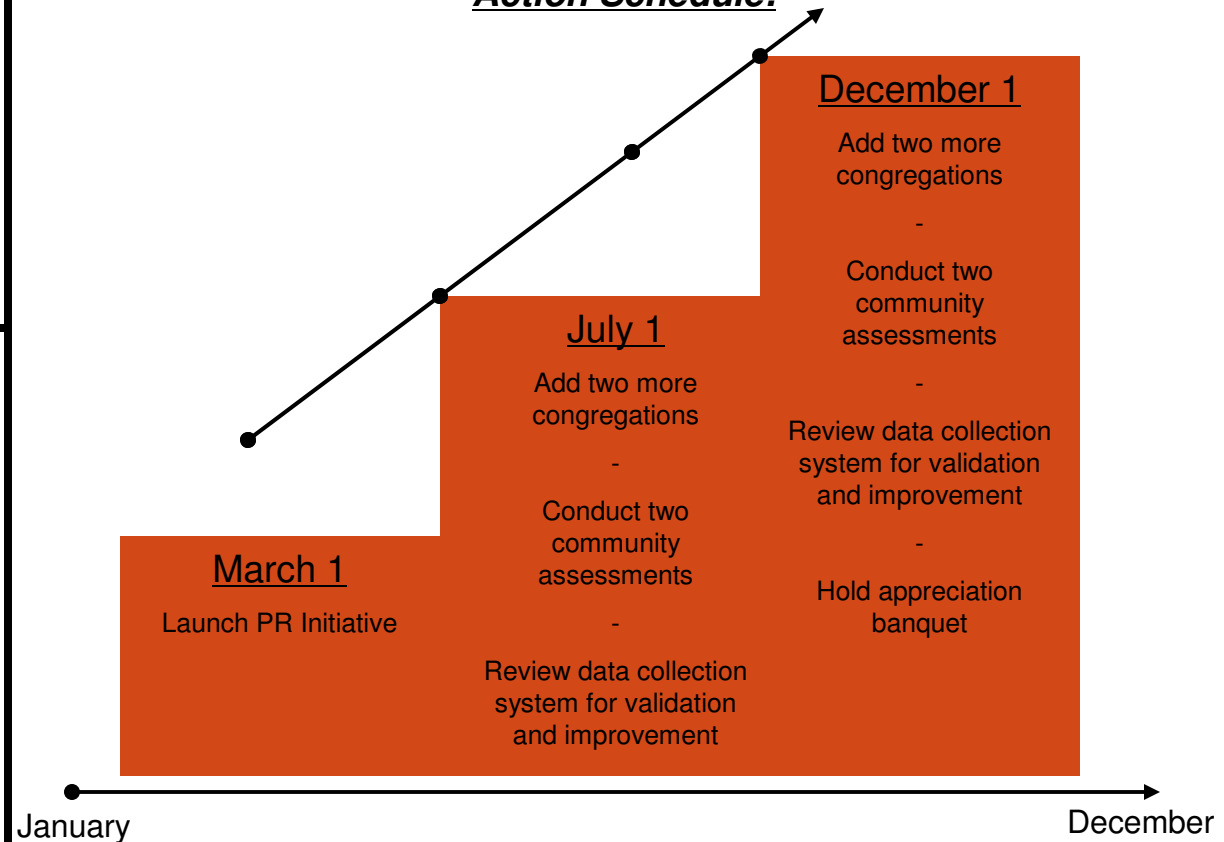
### Description:

Sponsored by IMS since 1994 in response to the overwhelmed HELPLine system, FOODLine emerged as a ministry that has reached tens of thousands of individuals and families. FOODLine's mission is to coordinate the services of 18 food pantries from various denominations throughout the city as an all-volunteer ministry, receiving telephone calls from clients, directing them to the appropriate pantry, recording data describing the service provided, and sending it to a centralized database.

### 2011 Goals/Objectives:

- Strengthen the public relations, marketing, and community awareness of the ministry
- Involve at least four new congregations in conducting food drives for the pantries
- Form a core group of member congregations willing to help strengthen FOODLine to meet the expanding need.
- In cooperation with these congregations, assess the community to determine where new pantries are needed.
- Strengthen data collection process and the inter-agency relationship for HMIS.
- Recruit and train more volunteer counselors as needed
- Hold an appreciation banquet for volunteers and for participating pantries and congregations
- Publicize "Best Practices" document assembled by Faith Pres. Church

### Action Schedule:



### Service & Learning Opportunities

- Congregations can learn of the hunger needs and food resources of the community
- Congregations can learn how to plan and implement a successful food drive
- Congregations can develop and strengthen their critical response system

# Direct Services

## Medical Transportation for the Homeless

### **Description:**

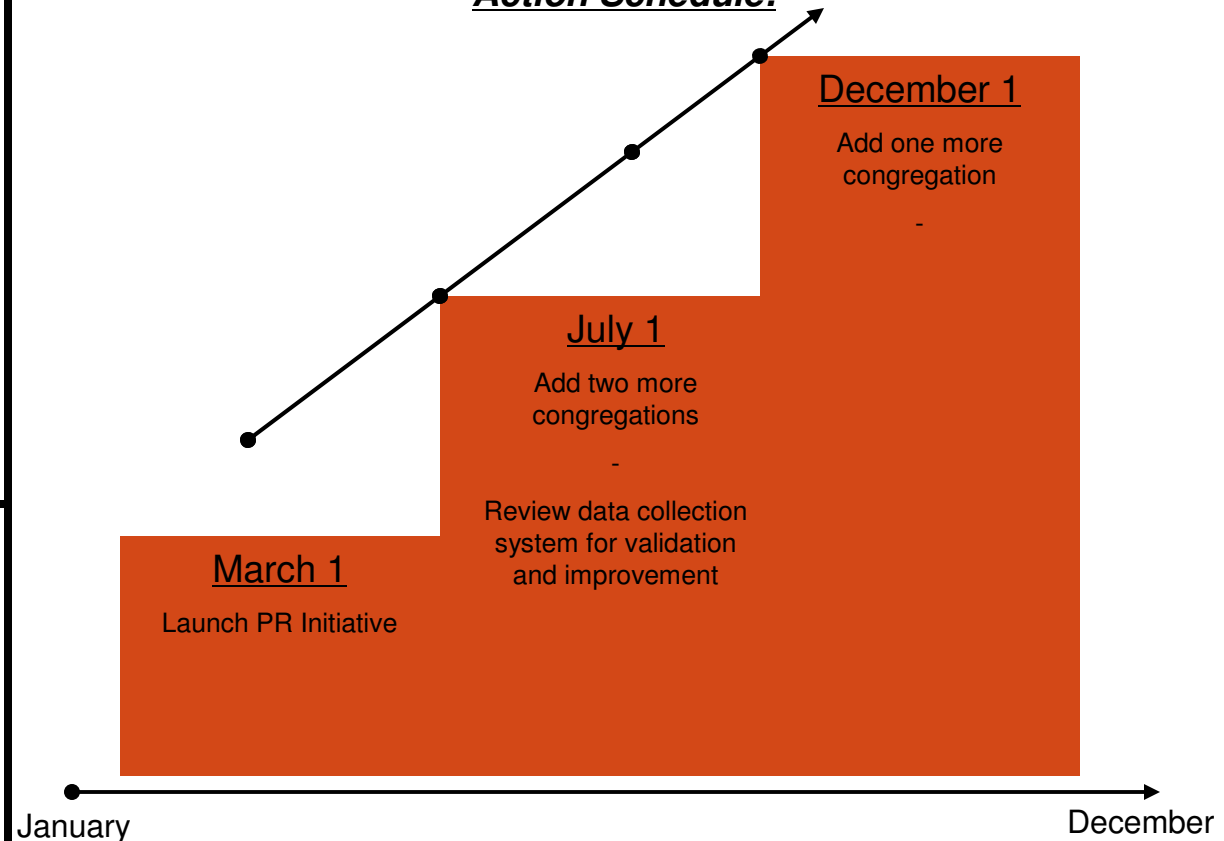
MedTransit is a cooperative system of congregations that provide their buses and drivers to pick up and return the homeless to the Community Free Clinic.

Giving the homeless access to medical care had become a problem in Huntsville. Too often, they were simply dropped on the doorstep of the nearest Emergency Room, even if the illness did not require emergency treatment. Working with the Community Free Clinic, IMS established a network of congregational vans or buses to transport ill homeless to the clinic on Wednesdays.

### **2011 Goals/Objectives:**

- Involve at 2 – 3 new congregations in providing church buses and drivers
- Strengthen the data collection process and inter-agency relationships
- Strengthen the public relations, marketing, and community awareness of the ministry
- Continue to be supportive of our sister organization, First Stop, in their effort to help the homeless.

### **Action Schedule:**



### **Service & Learning Opportunities**

- Congregations can learn of the needs of the homeless in the community
- Drivers can learn how it is to interact with the homeless on a close basis.
- Congregations can develop and strengthen their critical response system, e.g., providing emergency transportation for identified homebound individuals.

# Direct Services

## Support Our Schools

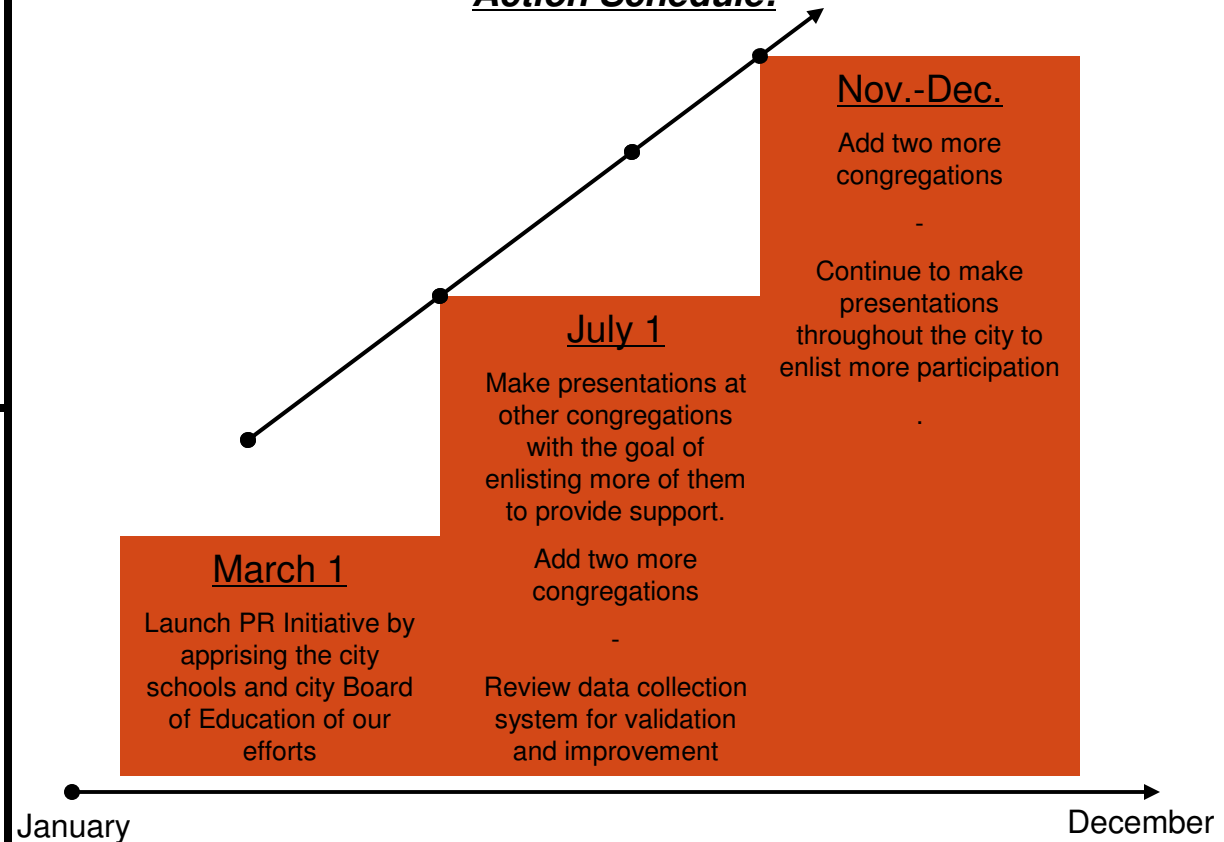
### Description:

This ministry supports some of Huntsville's Title I schools through a weekend food-pack program and by providing tutors. Because the free lunch Title 1 students receive at school each day is the only nutritious and reliable meal some of them receive, volunteers pack lunches that go home in the students' backpacks on Friday afternoon so they will have meals over the weekend.

### 2011 Goals/Objectives:

- Develop a plan for expanding participation by congregations and community groups.
- Evaluate the need for a common facility where all weekend food-packs can be prepared and food stored.
- Enlist more congregations to adopt a school to help with food-packs and tutoring.
- Strengthen the public relations, marketing, and community awareness of the ministry
- Apprise the city schools and the city Board of Education of our efforts and gain their support.
- Document and maintain a database of congregational and community support.

### Action Schedule:



### Service & Learning Opportunities

- Congregations can learn of the needs of Title I schools and students in the community
- Congregations can learn how to organize a food drive and how to prepare the food-packs
- Congregations can learn the importance of good nutrition and tutoring in the future of children.

# Support Services

## Description:

Our Support Services ministry is responsible for:

- Producing the Annual Plan
- Tracking its implementation
- Producing the Annual Report
- Executing the marketing/publicity functions needed by the cooperative and its ministries
- Publicizing IMS and its events

## 2011 Goals/Objectives:

- Increase participation of the member congregations in the support service functions
- Continue with efforts to re-brand IMS as member based cooperative
- Capture all major events and forums digitally
- Implement database/archiving solutions
- “Package” curriculum and experiences that exist throughout IMS congregations and personnel for larger consumption
- Create marketing resources branded with IMS messaging
- Maintain newsletter
- Manage free and paid advertising
- Cultivate relationship with local media
- Maintain website
- Maintain social media presence
- Cultivate relationships with publicity arms of different faith groups locally, regionally, and nationally
- Assist with the development of a state-wide interfaith cooperative

## Action Schedule:

|   |  |
|---|--|
| Increase Facebook and Twitter followers by 50%  | December                                   |
| Obtain on average one “media mention” monthly in the local, regional, or national press online or in print        | Monthly                                    |
| Capture all major events and forums digitally   | As needed                                  |
| Implement database/archiving solutions  | Feb 15                                     |
| “Package” curriculum and experiences that exist throughout IMS congregations and personnel for larger consumption | 1 “product” every 2 months                 |
| Create marketing resources branded with IMS messaging   | 1 resource created or updated every 2 mos. |
| Maintain newsletter   | Biweekly                                   |
| Develop paid advertising strategy   | February 1                                 |
| Update History and <i>Southern Hospitality</i> documents  | April 1                                    |
| Maintain fresh website  | At least one update per week               |
| Consider apparel options for fundraising and promotion (e.g., t-shirts, polos, name tags)                         | December                                   |
| Participate in at least 3 meetings or events as part of a state wide interfaith cooperative                       | Dec 31                                     |

## Service & Learning Opportunities

- Engage in interfaith dialogue across the state
- Help archive the educational opportunities of IMS
- Assist in packing IMS “products” for broader consumption
- Use general or specific computer skills in the service of IMS

# New Initiatives – Exchange Program

## **Description:**

This program provides opportunities to exchange speakers, meeting places, musical groups, and homes to share first-hand insights, ideas, talents, and experiences.

## **Schedule**

The schedule for exchanges would depend upon the nature of the activity (see Service Learning Opportunities below)

- Pulpit exchange: one speaker from each group exchange during the year
- Small group: one choir/band etc. exchange during the year
- Dinner clubs: monthly
- Mixed sports activities: seasonal as appropriate

## **2011 Goals/Objectives:**

- Reactivate the Exchange Program
- Activate at least 3 of the listed Service Learning Opportunities
- Involve at least 25% of IMS member groups in a SLO

## **Service Learning Opportunities (SLO)**

- Pulpit exchange***
- Small group sharing or exchange: choirs/bands, classes, men's/women's small groups, "people care" groups***
- Dinner clubs***
- Sports with mixed teams (rather than rival)***

# New Initiatives – Reform, 2 Areas

**Description:**

Based upon the expressed desire of IMS members in our 2010 survey, the IMS Cooperative will seek ways to actively assist in the implementation of

- 1)Immigration Reform Awareness
- 2)Grocery Tax Reform Awareness
- 3)Constitutional Reform Awareness

**Schedule**

[February] Begin research (see SLO's 1 & 2 below)

[April] Complete written report on each area

[April] Recommend IMS actions for each area

[May] IMS Board approve/revise recommendation(s)

[By End of Year] IMS actions implemented

**2011 Goals/Objectives:**

- Find at least one way that IMS can assist in each area
- Involve at least 25% of IMS members in SLO's

**Service Learning Opportunities (SLO)**

***1)Research & document existing legislation on subjects of (1) Immigration and (2) Grocery Taxes***

***2)Research & summarize current citizen action group activities in each area***

***3)Evaluate research and recommend action(s)***

***4)Participate in implementing approved action(s)***

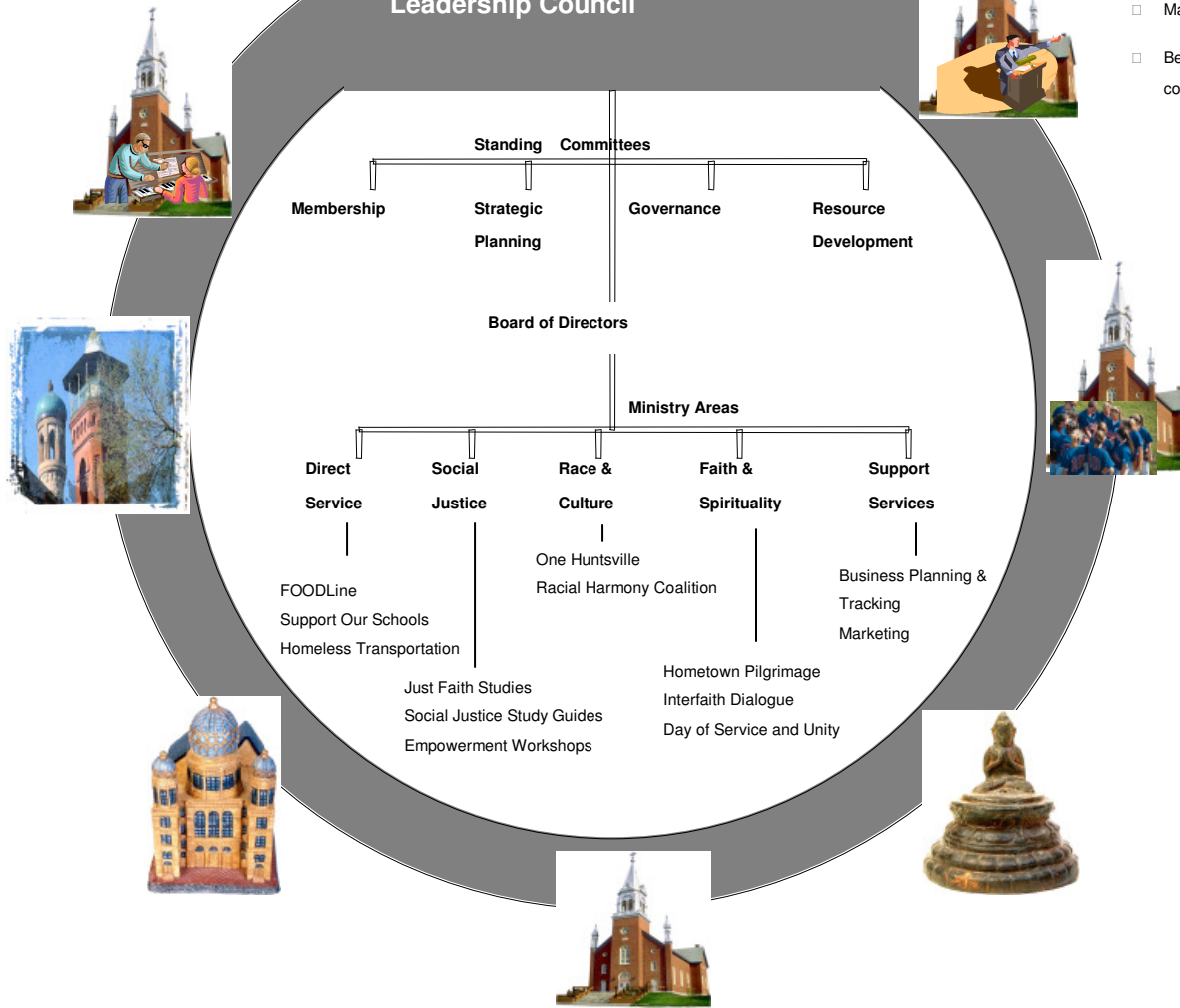


Member congregations appoint representatives to the council - one to three based on size

## Leadership Council

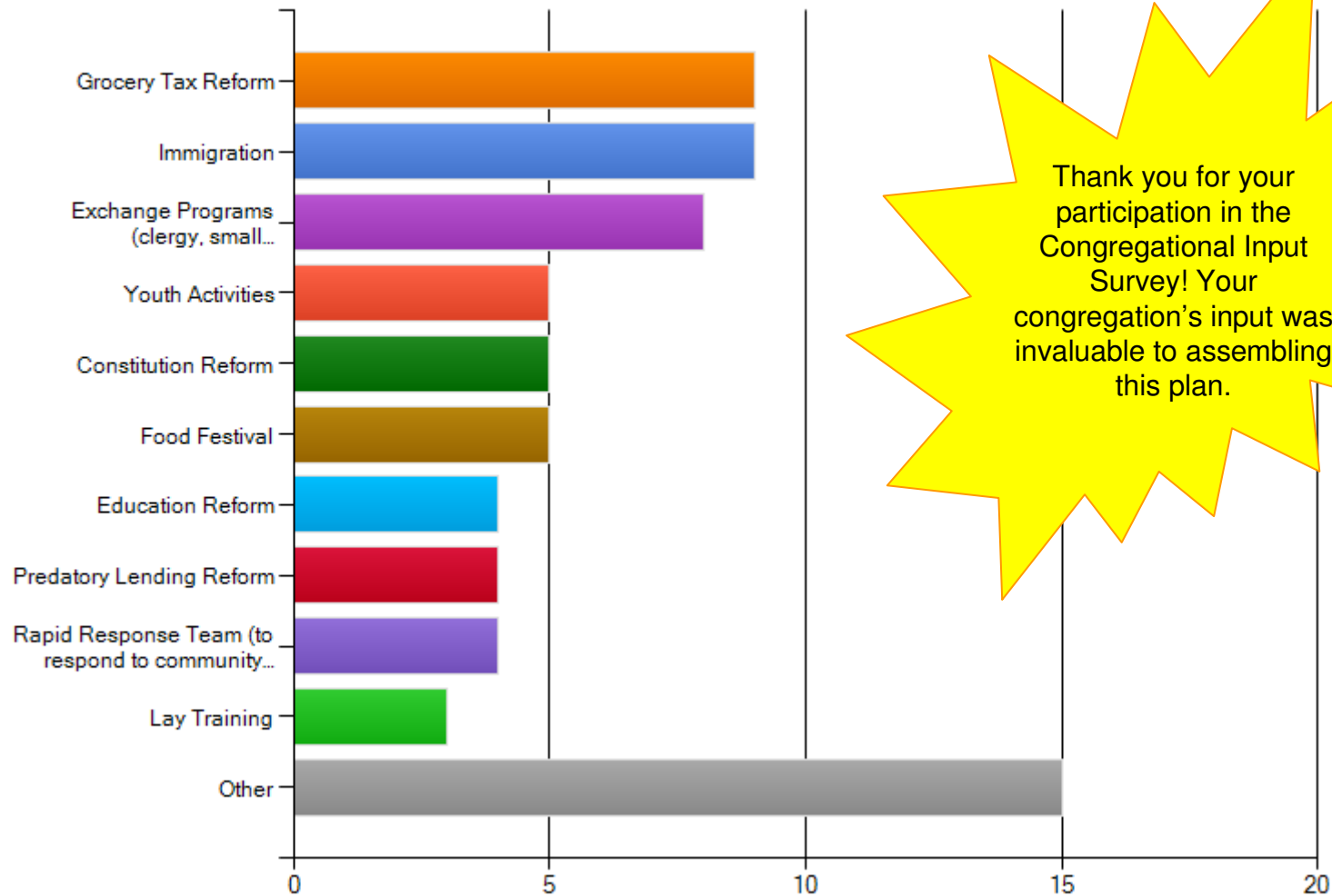
Member congregations: Plan the work and then work the plan

- Make inputs during planning
- Become lead and/or support congregations to implement the plan



# Survey Results

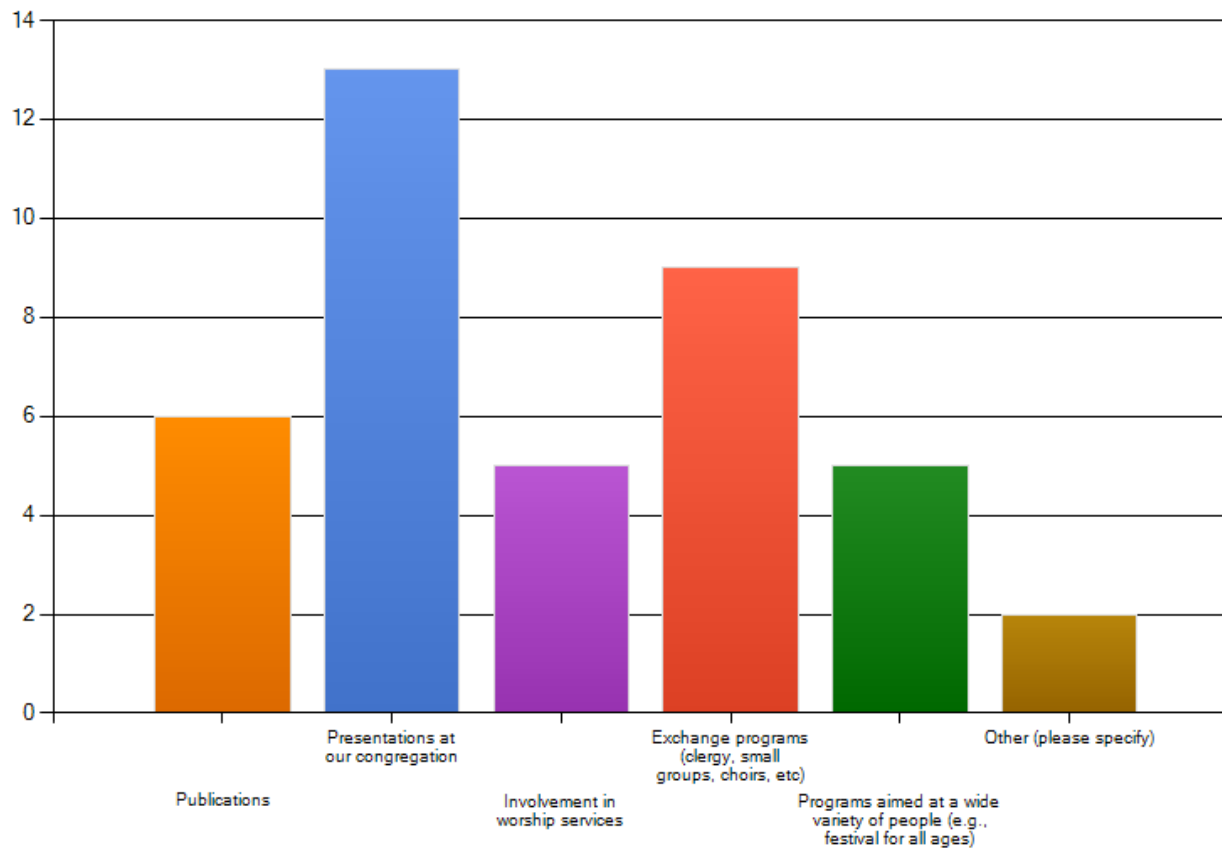
What new ministries/initiatives should the IMS Cooperative consider in planning for 2011?



Thank you for your participation in the Congregational Input Survey! Your congregation's input was invaluable to assembling this plan.

# Survey Results

What activities/programs could help your congregation's "rank and file" better understand what the IMS Cooperative is, how it operates, and what it does?



# 2011 Staffing Model

- Chief Administrative Officer
- SMT's
- Office Manager
- Hire Executive Director in Spring of 2011

