



**Trinity’s Mission ..... Worship, Connect, Serve  
Strategic Plan Theme ..... Live like Jesus**

## 2022-2023 Strategic Plan

- 1) Increase engagement of the members of the congregation by 5 percentage points year over year, resulting in 30% engagement by year-end 2023. Engagement is defined as worship, stewardship, and volunteering.

Action Step	Lead Staff Person	Key Lay Leadership	Key 'Now' Activities to Accomplish	Expected Additional Key Action Activities (Brief)	Dates for 'By When'
a. Identify and survey – Pr. Liz in consultation with Moses Kavishe (by April 30, 2022) - also to be used for new member classes. b. Identify those folks using worship sign-ins, unofficial scan of who is showing up with help of ushers, greeters, and pastors on Saturday and Sunday morning – Spring/Summer 2022 project. c. Encourage participation in the gift and interest survey – Pr. Liz and P&C – communication by letter, email by June 30, 2022.	Pastor Frey	Strategic Planning and New Support Team	A and B have been accomplished. I held off on sending the survey invitations this summer (C.). I decided that it wouldn't be wise to send an invitation shortly before I left for sabbatical. I could see potential problems arising in my absence. I want to be present and able to answer the questions of our members. I will be sending these invitations in September. Honestly, I think this makes more sense. It is the beginning		

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<p>d. Using the survey results, decide who (staff, pastor, committee/team leader) will engage members in conversation – Pr. Liz.</p>			<p>of the program year and folks will be more energized to get involved now than in the summer.</p> <p>The Worship and Serve events this summer also fall into the Strategic Plan category. These events are another form of engagement for our members.</p>		
<p><b>Action Step</b></p>	<p><b>Lead Staff Person</b></p>	<p><b>Key Lay Leadership</b></p>	<p><b>Key 'Now' Activities to Accomplish</b></p>	<p><b>Expected Additional Key Action Activities (Brief)</b></p>	<p><b>Dates for 'By When'</b></p>
<p><b>Surveying recent new members</b> – put together a focus group to discover what worked and what didn't in past new member classes.</p>	<p>Pastor Frey</p>		<p>Conducted interviews of recent new members to receive feedback, insight and suggestions about the new member process to use these conversations in implementing a new and improved new member process this fall.</p>		

Action Step	Lead Staff Person	Key Lay Leadership	Key 'Now' Activities to Accomplish	Expected Additional Key Action Activities (Brief)	Dates for 'By When'
<p><b>Build a team</b> that helps Pr. Frey with classes – a diverse group of folks that include as many ages as possible, life stages, and worship preferences. - to be done during spring 2022, so they can be utilized during Fall 2022 class</p> <ul style="list-style-type: none"> <li>- This team would be responsible for welcoming and engaging with the new members at meetups and at classes.</li> <li>- Serving a meal for the new member class.</li> <li>- Providing childcare for new members with children for the class.</li> </ul>	Pastor Frey	<p>New Team</p> <p>Fellowship</p> <p>New Team</p>	<p>This has proven difficult. I have one person who is committed to helping me. A member will be handling the paperwork and photos. I will be asking two teenage members, who have helped in the nursery in the past, to assist with childcare. I am hoping they are able to commit this month. The most important person to be identified now is the meal coordinator. I envision using Panera Bread catering for this meal. This person would handle the details of the meal, so I can focus on leading the class. Has anyone spoken with Fellowship regarding their “key lay leadership” here? If someone from that team is willing to help, that would be great, but I didn’t realize they were assigned this role.</p>		

Action Step	Lead Staff Person	Key Lay Leadership	Key 'Now' Activities to Accomplish	Expected Additional Key Action Activities (Brief)	Dates for 'By When'
Evaluate our existing ministries focusing on leadership, engagement, and potential growth.  Pastor Horner and Moses Kavishe	Staff	New Team	Ongoing – Next Leadership Development Seminar in February		
Action Step	Lead Staff Person	Key Lay Leadership	Key 'Now' Activities to Accomplish	Expected Additional Key Action Activities (Brief)	Dates for 'By When'
i. Create a group support for those (members) who have recently experienced a death.  - Support group meetings and frequency will be set by the group.  ii. Will depend on the availability and willingness of those wishing to take part.	Pastor Brock	New Team	“?” Divorce Care Active Spring 2022 to resume in Fall.  “?”  “?”		

<p>iii. Provide confidential support to bereaved members of the congregation.</p> <p>iv. Projected start date of “?”.</p> <p>v. Care for those Homebound or in Nursing Facilities.</p>			<p>“?”</p> <p>We have approximately forty-plus members that we are aware of who are part of this.</p>		
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3) Expand Trinity’s footprint into developing neighborhoods and ‘communities’ by creating and implementing 3 new community ministries in each year of 2022 and 2023.

Action Step	Lead Staff Person	Key Lay Leadership	Key ‘Now’ Activities to Accomplish	Expected Additional Key Action Activities (Brief)	Dates for ‘By When’
Create at least two opportunities to formulate neighborhood ministry through VBS on the Road by summer 2022.	Director of VBS	Faith Formation	Accomplished for 2022. Also planned for 2023...		
Action Step	Lead Staff Person	Key Lay Leadership	Key ‘Now’ Activities to Accomplish	Expected Additional Key Action Activities (Brief)	Dates for ‘By When’
Expand and formulate at least three new small group ministries by the end of 2022.	Director of Faith Formation	Faith Formation	Accomplished for 2022. Also planned for 2023...		

Action Step	Lead Staff Person	Key Lay Leadership	Key 'Now' Activities to Accomplish	Expected Additional Key Action Activities (Brief)	Dates for 'By When'
<p>In May, we hosted May Fair. The goal was to bring young families and children together from our church community and surrounding neighborhoods. Approximately we had at least 500 families and children participating in our event. It was a very successful event. Thanks to the organizing team and all volunteers for making this event possible.</p>	<p>Director of Faith Formation</p>	<p>Faith Formation</p>	<p>Accomplished in 2022.</p>		
<p>We prepared for VBS, which (June 20 to June 24). Also, we had a pop-up VBS on July 26 and July 28 at Winding hill South Part and Highlander Park from 6 pm to 8 pm.</p>	<p>Director of Faith Formation</p>	<p>Faith Formation</p>	<p>Accomplished in 2022. Similar for 2023.</p>		

4) **Develop and launch expanded adolescent and young adult ministries targeting the 13-18 age group and also the 19-40 age group.**

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Hire a part-time staff position focusing on providing support for all faith formation activities, especially Young Adult ministry, before the end of 2022.	Director of Faith Formation	A & P Committee	Accomplished in 2022.		
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Reform and reimagining youth groups and ways we can meet their needs by the 2023 school year.	Director of Faith Formation	New Youth Team	We have reformed and reimagined youth groups and ways we can meet our youth needs and begin on 2022 to 2023 school year. We will have a meeting for 5th and 6th graders, a confirmation class, and a High Schoolers meeting in the evening during different times of the month.		

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	Director of Faith Formation		<p>Accomplished in 2022.</p> <p>For example, we have formed hangout night for middle schooler and High schooler. Each group will meet once a month.</p>		

**5) Further integrate our budget development process into our goal setting and planning toward a more unified congregation-wide approach and theme.**

Action Step	Lead Staff Person	Key Lay Leadership	Key 'Now' Activities to Accomplish	Expected Additional Key Action Activities (Brief)	Dates for 'By When'
<ul style="list-style-type: none"> <li>• Develop a two-year budget by Nov. 2023.               <ul style="list-style-type: none"> <li>- Committees/Teams to develop focus/theme for 2024-2025 budget cycle by June 2023.</li> <li>- Ongoing and evolving throughout the two-year plan cycle</li> <li>- Develop a two-year budget</li> </ul> </li> <li>• Consider congregational approval of budget.               <ul style="list-style-type: none"> <li>- Finance Committee proposes to Council to proceed or not by June 2023.</li> </ul> </li> </ul>	Pastor Horner	Finance Committee	<p>The Finance Committee will develop this at its February 7 and March 7, 2023, meetings. Pastor Horner will present the vision for 2023 at the February 16, 2023, Leadership Summit to align ministry plans.</p> <p>The Finance Committee will consider the implications of this at the February and March 2023, meetings.</p>		

Action Step	Lead Staff Person	Key Lay Leadership	Key 'Now' Activities to Accomplish	Expected Additional Key Action Activities (Brief)	Dates for 'By When'
<ul style="list-style-type: none"> <li>Strengthen and refine the alignment among staff/teams and committees and with the budget by June 2023.</li> <li>Develop a timetable and plan to be completed by June 2023 for 2024/2025 budget development.</li> </ul>	Pastor Horner and Director of Finance	Finance Sub-Committee with All Committees  Finance with All Committees	Pastor Horner will present the vision for 2023 at the February 16, 2023 Leadership Summit to align ministry plans. The Finance Committee will develop this in Spring 2023.		
Action Step	Lead Staff Person	Key Lay Leadership	Key 'Now' Activities to Accomplish	Expected Additional Key Action Activities (Brief)	Dates for 'By When'
<ul style="list-style-type: none"> <li>Work toward increasing membership giving by 3% per year.               <ul style="list-style-type: none"> <li>Status report and preliminary plan from consultants and Give, Serve, Lead Committee by early October 2022.</li> </ul> </li> </ul>	Pastor Horner	Give/Serve/Lead	(See Pastor Horner's report to Council in September 2022.)  Work with Finance committee to monitor membership giving in the first quarter of 2023 to determine how much giving has increased vs. 2022 and how the congregation is performing toward its budget goal.  General Fund Contributions increased by 3.5% in 2022 (from 2021).	Continue to work with GSB to implement year-round giving plan.	Mid-2023.

Action Step	Lead Staff Person	Key Lay Leadership	Key 'Now' Activities to Accomplish	Expected Additional Key Action Activities (Brief)	Dates for 'By When'
<ul style="list-style-type: none"> <li>Assess and identify any necessary changes to policy and the constitution to implement the components of this plan.               <ul style="list-style-type: none"> <li>By June 2023 develop plan for implementation beginning in 2024.</li> </ul> </li> </ul>	Pastor Horner	A & P on lead with Finance Committee Support	Pastor Horner was asked at the January 3 Finance meeting about the changes that will need to be made to the Constitution and the By-laws. Pastor Horner will be researching this, and a team will be compiled to assist.		