



Trinity's Mission Worship, Connect, Serve
Strategic Plan Theme Live like Jesus

**2022-2023 Strategic Plan:
 Status Report as of end of 2022**

- 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
<p>a. Identify and survey – Pr. Liz in consultation with Moses Kavishe (by April 30, 2022) - also to be used for new member classes.</p> <p>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.</p> <p>c. Encourage participation in the gift and interest survey – Pr. Liz and P&C – communication by letter, email by June 30, 2022.</p> <p>d. Using the survey results, decide who (staff, pastor, committee/team leader) will engage members in conversation – Pr. Liz.</p>	<p>Pastor Frey</p>	<p>Strategic Planning and New Support Team</p>	<p>A and B have been accomplished; held off on sending the survey invitations this summer (C.). We decided that it wouldn't be wise to send an invitation shortly before Pastor Frey left for sabbatical. With potential problems arising in her absence. Want to be present and able to answer the questions of our members. Sending these invitations in September makes more sense. It is the beginning 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>

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Plan approved by Council on January 11, 2022

Action Step	Lead Staff Person	Key Lay Leadership	Key 'Now' Activities to Accomplish
<p>Surveying recent new members – 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 in Fall of 2022.</p>
Action Step	Lead Staff Person	Key Lay Leadership	Key 'Now' Activities to Accomplish
<p>Build a team 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"> - This team would be responsible for welcoming and engaging with the new members at meetups and at classes. - Serving a meal for the new member class. - Providing childcare for new members with children for the class. 	<p>Pastor Frey</p>	<p>New Team</p> <p>Fellowship</p> <p>New Team</p>	<p>This has proven difficult. One person is committed to helping. A member will be handling the paperwork and photos. We will be asking two teenage members, who have helped in the nursery in the past, to assist with childcare. Hoping they are able to commit this month. The most important person to be identified now is the meal coordinator. We envision using Panera Bread catering for this meal. This person would handle the details of the meal, so Pastor Frey 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
Evaluate our existing ministries focusing on leadership, engagement, and potential growth.	Pastor Horner / Moses Kavishe	New Team	Ongoing – Next Leadership Development Seminar in February
Action Step	Lead Staff Person	Key Lay Leadership	Key 'Now' Activities to Accomplish
<p>a. Create a group support for those members who have recently experienced a death.</p> <p>b. To create a support group for those (both members & non-members) who have recently experienced a divorce.</p> <p>c. Provide confidential support to bereaved members of the congregation.</p>	Pastor Brock	New Team	<p>We are desiring to assist families in times of sorrow with the fellowship of food. This is the best compromise for not being able to recruit individuals to prepare / serve / cleanup. We provide a list of restaurants / caterers who have either been here or have been recommended.</p> <p>We want to provide confidential support to divorced / divorcing members. Currently in place and working. The group begins new sessions twice a year.</p> <p>Currently in place and working. Created group support for those members who have recently experienced a death. Support group meetings and frequency set by the group.</p> <p>We have approximately forty-plus members that we are aware of who are part of this action step.</p>

2) **Develop staff and committee interdependence and leadership to initiate and evolve ministries and member participation by clarifying and assigning staff and committee/team goals and responsibilities.**

Action Step	Lead Staff Person	Key Lay Leadership	Key 'Now' Activities to Accomplish
a. Review and align job descriptions to the strategic plan with clearly defined leadership responsibilities. b. Review current committees' and teams' responsibilities. c. Encourage collaboration among staff and lay ministry committee and team leaders.	Pastor Horner All Staff	A & P and Executive Committees Ongoing	To be completed in 2023. Focus moreso in 2023
Action Step	Lead Staff Person	Key Lay Leadership	Key 'Now' Activities to Accomplish
Create quarterly leadership teaching and training events for staff and lay leaders.	Pastor Horner and Moses Kavishe	Council President and A & P.	Still in process. We will have First Session on 2/16/23. New session planned mid Feb 2023.

<p>c. To aid our members who have other issues pressing on them so we do not need to focus on meal preparation.</p> <p>d. Visit members who are unable to regularly attend worship. Lay visitors aiming for one visit per month.</p> <p>e. Visit members: Homebound or in Nursing Facilities.</p>			<p>Currently in place and working. Two Coordinators keep track of which homebound members are being visited by the Lay Visitors, as coordinated through Pastor for Parish Life (PPL). Both men and women are needed for this ministry.</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
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
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
<p>a. 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>b. 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.</p> <p>Accomplished in 2022.</p> <p>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.**

Action Step	Lead Staff Person	Key Lay Leadership	Key 'Now' Activities to Accomplish
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.
Action Step	Lead Staff Person	Key Lay Leadership	Key 'Now' Activities to Accomplish
Reform and reimagining youth groups and ways we can meet their needs by the 2023 school year.	Director of Faith Formation	New Youth Team	<p>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.</p> <p>Accomplished in 2022. For example, we have formed hangout night for middle schooler and High schooler. Each group will meet once a month. Ongoing.</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
<ul style="list-style-type: none"> • Develop a two-year budget by Nov. 2023. <ul style="list-style-type: none"> - Committees/Teams to develop focus/theme for 2024-2025 budget cycle by June 2023. - Ongoing and evolving throughout the two-year plan cycle - Develop a two-year budget • Consider congregational approval of budget. <ul style="list-style-type: none"> - Finance Committee proposes to Council to proceed or not by June 2023. 	<p>Pastor Horner</p>	<p>Finance Committee</p>	<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
a. Strengthen and refine the alignment among staff/teams and committees and with the budget by June 2023. b. Develop a timetable and plan to be completed by June 2023 for 2024/2025 budget development.	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
<ul style="list-style-type: none"> Work toward increasing membership giving by 3% per year. <ul style="list-style-type: none"> - Status report and preliminary plan from consultants and Give, Serve, Lead Committee by early October 2022. 	Pastor Horner	Give/Serve/Lead Committee	(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. (Mid 2023) General Fund Contributions increased by 3.5% in 2022 (from 2021). Continue to work with GSB to implement year-round giving plan.

Action Step	Lead Staff Person	Key Lay Leadership	Key 'Now' Activities to Accomplish
<ul style="list-style-type: none"> Assess and identify any necessary changes to policy and the constitution to implement the components of this plan. <ul style="list-style-type: none"> By June 2023 develop plan for implementation beginning in 2024. 	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.
Action Step	Lead Staff Person	Key Lay Leadership	Key 'Now' Activities to Accomplish
Explore community and social enterprise efforts to enhance our ministries.	Pastor Horner	Give/Serve/Lead Committee	Included in 2023 Operational Budget (\$20,000. ⁰⁰) as seed. Develop a project team to discuss options and feasibilities.