

Executive Summary

The 20/20 Vision Team was created by the Church Council to engage in a comprehensive visioning process examining and discussing data collected by the Congregational Assessment Tool. The assessment was administered to the congregation over a three-month period in mid-2015. Much of the work focused on developing four strategic initiatives to address six significant priorities that emerged from the CAT Scan. These initiatives were created to ensure Trinity Lutheran Church remains a viable and vibrant congregation through 2020 and beyond

Guiding Principles

Trinity's Vision Statement    *Confident in God's grace Trinity Lutheran will continue to grow as a community of connected believers, equipped and encouraged to live out our Christian faith in daily life in the Red River Valley and beyond.*

Trinity's Mission Statement    *Welcoming the community to worship and grow in serving God.*

Trinity's Core Values            *Grounded in the grace of God, Trinity Lutheran values authenticity in:*  
*Intentional Hospitality (to **Welcome** the community)*  
*Inspiring Worship (to **Worship**)*  
*Innovative education (to **Grow**)*  
*Indubitable (unquestioned) service (to **Serve God**)*

Six Priorities (as established by respondents of the CAT Scan)

1. Reach and incorporate **new people** into the life of the church.
2. Develop spiritual **generosity to financially support** the mission.
3. Develop members **equipped for ministry** and leadership.
4. **Attract families** with children and youth to our church.
5. Develop ministries that work toward **healing those broken** by life circumstances.
6. Create more opportunities for people to form **meaningful relationships**.

Strategic Initiatives

We propose the following four strategic initiatives...

# 1. Create a Culture of Authentic Hospitality

## SYNOPSIS

The Hospitality Index on the Congregational Assessment Tool (CAT Scan) is defined as “a measure of the degree in which members perceive that the congregation is offering themselves and their resources to those who are new, different or in need.” The CAT Scan revealed hospitality as the lowest indicator as compared to other congregations of comparable size.

Creating a culture of authentic hospitality has been identified as vital in order to help Trinity live out its mission of “Welcoming the community to worship and grow in serving God.”

## RECOMMENDATION

The creation of a *Hospitality Dream Team* to examine current context and practices, to propose changes necessary for establishing a culture of authentic hospitality at Trinity Lutheran Church.

The changes recommended and implemented by this team will address five of the six priorities as identified in the CAT Scan:

- Reach and incorporate new people into the life of the church
- Develop members equipped for ministry and leadership
- Attract families with children and youth to our church
- Develop ministries that work toward healing those broken by life circumstances
- Create more opportunities for people to form meaningful relationships

## IMPLEMENTATION

The Hospitality Dream Team should be comprised of 8-12 members who are gifted with and have a passion for hospitality. Membership should include the Pastor of Hospitality, at least one member of the 20/20 Vision Team, and one council member.

The Hospitality Dream Team may (but not be limited to)...

- Evaluate all current hospitality-related practices at Trinity and best practices employed at other congregations of similar size. Special attention should be paid to significant “entry points” to promote engagement of parents and their children in the life of our congregation; ie: new member process, baptism orientation, children’s education, confirmation programming, youth programming, music programming, weddings, and funerals;
- Evaluate all aspects of the facility with regard to hospitality including parking lots, accessibility, signage, etc;
- Develop a process of educating and training members, volunteers, and staff to the importance and value of authentic hospitality;
- Define one main entrance to our facility;

- Establish a visible, staffed “Welcome Center” at that main entrance to greet visitors and members;
- Establish one Gathering Area, serving both sanctuaries to allow for the development of meaningful relationships;
- Evaluate and develop small group ministry opportunities that will promote meaningful relationships, including the development and training for all caring ministries.

## ANTICIPATED OUTCOMES

*Trinity will become an invitational and caring community with a warm, inviting environment filled with engaged volunteers and hospitable members.*

*Growth in membership- especially families with children and youth.*

*A defined gathering area for members and visitors to facilitate/promote the development of meaningful relationships.*

*Visitors will be able to easily locate the main entrance to Trinity with visitor parking close to the entrance for easy accessibility.*

*Handicapped parking will be expanded and clearly identified close to easily accessible entrances.*

## 2. Develop a More Effective Operational (Governance) Structure

### SYNOPSIS

Trinity is not a small church. We operate multiple ministries serving a vast array of needs within the community. We must evaluate our organizational structure to best support our vision and mission. A broader administrative and lay leadership structure is needed to allow Trinity to grow, thrive, and meet our priorities more effectively.

According to the CAT Scan, a majority of the congregation perceive the leadership of other congregations of similar size as operating more transparently and effectively than Trinity.

### RECOMMENDATION

The creation of an Operations Dream Team to examine all aspects of our administrative, leadership and governance structure.

The changes recommended and implemented by this team will address all six of the priorities as identified in the CAT Scan:

- Reach and incorporate new people into the life of the church
- Develop spiritual generosity to financially support our mission
- Develop members equipped for ministry and leadership
- Attract families with children and youth to our church
- Develop ministries that work toward healing those broken by life circumstances
- Create more opportunities for people to form meaningful relationships

### IMPLEMENTATION

The Operations Dream Team should be comprised of 8-12 members who have experience in administration and human resources or are gifted with organizational development. Membership should include a pastor, at least one member of the 20/20 Vision Team, and one council member.

The Operations Dream Team may (but not be limited to)...

- Interview current staff and lay leaders to discover current strengths and opportunities;
- Evaluate Trinity's current governance/representation of church leadership;
- Interview/visit vibrant congregations to ascertain best practices;
- Research current church leadership trends.

### ANTICIPATED OUTCOMES

*Trinity will have an organizational chart and job descriptions for both paid staff and volunteers.*

*An appropriate balance of staff to volunteers along with stronger management and support of all.*

*Trinity will have an intentionally cross-trained staff, performance evaluations, improved communication, and a more effective staff and leadership.*

*Members equipped for ministry and leadership*

### **3. Improve and Enhance uses of Technology**

#### **SYNOPSIS**

Technology has played a role in worship and in the everyday life of Trinity since the printing of our first hymnals. Today we are surrounded by new, exciting, innovative technologies that enable community, connectivity, and discipleship.

Trinity needs to develop and encourage ways for the congregation to be connected throughout the week, reach the community where they are, and provide tools and resources for the congregation to strengthen their faith while at home and in the community.

#### **RECOMMENDATION**

The creation of a Technology Dream Team to examine all aspects of how technology can further our mission. Particular attention should be paid to data collection, data management, video, audio, social media, security, and giving options.

The changes recommended and implemented by this team will address all six of the priorities as identified in the CAT Scan:

- Reach and incorporate new people into the life of the church.
- Develop spiritual generosity to financially support the mission.
- Develop members equipped for ministry and leadership.
- Attract families with children and youth to our church.
- Develop ministries that work toward healing those broken by life circumstances.
- Create more opportunities for people to form meaningful relationships.

#### **IMPLEMENTATION**

The Technology Dream Team should be comprised of 8-12 members with experience and giftedness in database management, audio/visual technology, facility security, web design, and digital marketing. A strong consideration should be made to having multigenerational representation including seniors and youth. Membership should include a pastor, at least one member of the 20/20 Vision Team, and one council member.

The Technology Dream Team may (but not be limited to)...

- Analyze the current extent of technologies within Trinity;
- Research what other similar-sized congregations are using;
- Attend applicable conferences;
- Determine a strategy for technological upgrades, which may cross over with the Facilities Taskforce.

#### **ANTICIPATED OUTCOMES**

*Technology enhancements positively influences the daily life of Trinity and its members*

*Tools for engagement such as a “Trinity App” with calendar of events, weekly Bible lessons, prayer board, devotions, church map, picture sharing, etc. will be available for members.*

*Efficient Database with Member Profile & Volunteer Management*

*Updated Sound, Lighting, Wifi for internal & external broadcast purposes*

*A more hospitable, welcoming environment*

*Keep pace with future technology trends*

*Sustainability (keeping it green)*

## **4. Improve and Enhance our Facility**

### **SYNOPSIS**

Trinity Lutheran Church is a landmark in the city of Moorhead. The bell tower, golden cross and stained glass windows stand as symbols of the generations of worshipping members who have called Trinity home – generations who have taken great risks and invested personal time, finances and talents to provide this home for all God’s worshippers in the Red River Valley.

Our facility is located in a developed central urban area that will sustain renewal and growth for years to come. It is time to honor our past by envisioning our space for today and for the future.

### **RECOMMENDATION**

The creation of a Facility Dream Team to examine all opportunities for improvements, enhancements and sustainability throughout our facility and grounds.

The changes recommended and implemented by this team will address four of the priorities as identified in the CAT Scan:

- Reach and incorporate new people into the life of the church.
- Develop spiritual generosity to financially support the mission.
- Attract families with children and youth to our church.
- Create more opportunities for people to form meaningful relationships.

### **IMPLEMENTATION**

The Facilities Dream Team should be comprised of 8-12 members with experience in facility management, design and construction. Membership should include a pastor, at least one member of the 20/20 Vision Team, and one council member.

The Facilities Dream Team may (but not be limited to)...

- Perform a comprehensive evaluation of the functionality and utilization of our current facility including all buildings and grounds. In order to effectively evaluate, the Facility Task-force will need to conduct interviews with staff and facility users to determine areas that require modifications.
- Create and implement a comprehensive Master Plan. This plan should outline all facilities short and long range maintenance programs and identify deferred issues to correct. The plan should also outline the potential of refurbishing, remodeling or reconstruction of our facility, including building grounds and parking issues.
- Develop concepts and cost estimates and make recommendations of facility modifications resulting from the comprehensive facility evaluation and Master Plan. These recommendations will likely range from minor (painting, flooring, reorganizing) to major (demolition and reconstruction of areas).
- Immediate changes (by consensus) to be considered in tandem are:
  - Develop a plan that establishes one main entrance and increases facility security by minimizing points of entry.
  - Explore options to create a gathering space that is inclusive to worshippers of both worship spaces, flexible, and creates opportunities for the formation of meaningful relationships.

- Be cognizant that physical changes to the facility will likely be controversial, but necessary in order to meet the strategic initiatives and priorities as identified in the CAT Scan.

#### ANTICIPATED OUTCOMES

*A facility that is welcoming, navigable, flexible, efficiently utilized, sustainable and functional for years to come.*

*A facility with flexible gathering spaces that unites our two worshiping spaces into one congregation.*

*A facility that is an asset and no longer an obstacle to Trinity Lutheran's ability to grow and carry out its mission, vision, and signature ministries.*

## **Timeline**

May 2016	Recruit Dreamers
June 2016	Teams selected and meet as a large group together
June 2016-April 2017	Teams meet individually and/or together as needed
<i>October 18, 2016</i>	<i>Council Update Meeting – if needed</i>
<i>TBA</i>	<i>Congregational Update Event – if needed</i>
<i>January 17, 2017</i>	<i>Council Update Meeting – if needed</i>
February 5, 2017	Report/update our work to the congregation at the Annual Meeting
<i>April 18, 2017</i>	<i>Council Update Meeting – if needed</i>
May 2017	Make a recommendation/proposal to the council Make a recommendation/proposal to the congregation
April 2019	Follow up with another CAT Scan

## **Action Plans - Inserted in the future (active, living document)**

Watch this space