

2020 VISION

REPORT TO THE CHURCH COUNCIL

OUR MISSION

Living together in God's amazing grace, we invite all people to know Christ, grow in Christ and make Christ known.

OUR VISION

Getting our hands dirty for the cause of Christ.

OUR VALUES

01 We are Better Together.

02 Right what is Wrong

03 Action, Not Apathy

04 Across the Street, Around the World.

01

REACH AND ENGAGE NEW PEOPLE

Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church.

Biblical Foundations: Matthew 28:19-20, Acts 2:42-47, and 1 Corinthians 9:19-23

By 2025, Nazareth will be...

1. Reaching new people through compelling worship experiences, passionate community outreach, and engaging communication strategies, which invite all people into a deeper sustaining relationship with Christ and His Church.

2. Using our “Belong” New Member Class, StrengthsFinder, and a Spiritual Gifts Inventory/Assessment, and through numerous “Discipleship U” offerings, we will meet people where they are to engage, equip, and connect them to serve God and others in the unique areas of their gifting and passion. We will do this in order that they can take appropriate next steps toward becoming ever more committed followers of Jesus.

Objective A: To effectively identify and engage all unchurched Blessed Beginnings and Vacation Bible School families by January 1, 2022. To create a bridge position between Nazareth and Blessed Beginnings to plug families in at Nazareth and invite them into the greater community.

Objective B: To reach at least 100 new people each year beginning in 2020 (with emphasis on the unchurched of the Cedar Valley) to further their journey with Christ ultimately resulting in possible membership at Nazareth. Ongoing – reached and surpassed this objective in 2020.

Objective C: To create a Discipleship incubator position (volunteer or staff) to engage every current and new member through a unique personal ministry assessment (e.g. StrengthsFinder, Spiritual Gifts Inventory/Assessment) and connection to short- and long-term opportunities to apply their gifts.



Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all that I have commanded you. And behold, I am with you always, to

**the end of the age.
-Matthew 28:19-20**



02

HELP AND HEAL THE HURTING

Develop ministries that work toward healing those broken by life circumstances.

Biblical Foundations: Romans 12:15, Psalm 38:4, and 2 Corinthians 1:3-5

By 2025, Nazareth will be...

1. Developing a community where individuals feel encouraged to share the reality of their burdens and where the community can mobilize to comfort, support, and engage each other in the midst of the mess.

2. Comforting those who need comforting and supporting those who are hurting...looking to lift each other up – whether on a one-to-one basis or in group settings. Showing love in action at Nazareth to everyone who needs it.

Objective A: To research best practices and strategies of how other churches and organizations address members' burdens by January 1, 2022 (including formation of small groups of people dealing with specific struggles, e.g. lost babies, mental illness, and suicide).

Objective B: To document a plan for using worship services to communicate the power of sharing burdens and being vulnerable (to create an open, transparent, and supportive culture throughout Nazareth) by September 2022.

Objective C: To identify social workers, counselors, psychologists, psychiatrists, medical workers, and other psycho/social professionals currently within our congregation who may provide guidance, advisement, and information to members willing to volunteer in Nazareth's efforts to help and heal by January 2022.

Objective D: To launch the offering of resources available (e.g. referrals, mentors, training, forums, book recommendations) to people interested in learning more about specific topics related to common issues and challenges facing members and others in the Cedar Valley by December 2022.



Rejoice with those who rejoice, weep with those who weep.

- Romans 12:15



03

INSPIRE AND ADAPT FOR FUTURE GENERATIONS

Make necessary changes to attract families with children and youth to our church.

Biblical Foundations: Deuteronomy 11:18-20, Matthew 19:14 and Psalm 78:1-4

By 2025, Nazareth will be...

1. Adapting to meet families wherever they are in order to help and invite them to “know Christ, grow in Christ, and make Christ known.” Families come in many configurations, and all families are important to God. Furthermore, the coming generations are the key to the future of the church. Faith and family are so intertwined that it is difficult to imagine one without the other. Family (in all its diverse forms) is unquestionably the best place to grow disciples.

2. Supporting and equipping families in this endeavor and engaging all future generations in the mission of the church through dynamic intergenerational and age-specific Christian education.

3. Leveraging and more richly integrating the ministry of Blessed Beginnings into the larger mission and ministry of Nazareth as we seek to serve and care for young families and disciple next generations. A task force has gathered crucial data and made specific recommendations to the Council.

Objective A: To audit facilities and current usage of space in all Nazareth buildings (emphasis on Blessed Beginnings) to assess current utilization compared to opportunities, needs, and priorities by December 2021.

Objective B: To more strategically recruit young adults into leadership roles within the life of the church on existing committees, task forces, the Church Council, and on our staff. Recent hires, committee assignments and Council nominations show this commitment.

Objective C: To take a fresh look at our college-age ministry outreach through BASIC and all related ministries in an effort to research, adapt, and implement best practices for engaging college-age students and those in their 20s, by the end of 2022.

Objective D: To develop and implement a comprehensive strategy to gather, manage and utilize data more effectively in order to communicate with all children, students and families from a churchwide perspective. To create a new, more modern website and social media platform templates/designs that are inviting and engaging, reflecting today’s best practices – clear and dynamic “Front Doors” to our church. Steps are currently being taken to update our web page and social media presence.

Objective E: To engage staff and key volunteers to restructure the Sunday morning worship and education schedule in order to better reach young families. This includes identifying ways to involve children/youth more directly and meaningfully in worship, and considering a non-Sunday, free-form worship service.

Jesus said, “Let the little children come to me, and do not hinder them, for the kingdom of heaven belongs to such as these

- Matthew 19:14

04

REACH, KNOW, AND SERVE NEIGHBORS LIVING WITHOUT THE BENEFITS OF A COMMUNITY

Expand outreach ministries to provide direct services to those living on the margins of society and enhance our efforts to reach, support, and show love to individuals throughout the Cedar Valley and across the globe.

Biblical Foundations: James 2:14-17, Proverbs 19:17, and Matthew 25:35-40

By 2025, Nazareth will be...

1. Helping any and all neighbors in need.
2. Remaining open to new mission opportunities.
3. Serving with a generous and compassionate heart to those living without the benefit of a community
4. Sharing God's love with all people and being the hands and feet of Christ to a broken and hurting world.

Objective A: To update and maintain an inventory of Nazareth's local and global missions partners by the end of 2021.

Objective B: To launch an education and awareness campaign to inform the congregation, visitors, and the community about mission efforts at Nazareth by the end of 2021.

Objective C: To develop an active listening and response plan for addressing the needs of our local and global communities by end of 2022 including The Job Foundation; Love INC Cedar Valley; Highland Elementary; Hope City Church; EMBARC; incarcerated individuals; UNI, Hawkeye, Allen, and Wartburg students; Jamaican CCCD; ELCA medical mission in Tanzania, and other global partners.

Objective D: To embrace Nazareth's responsibility as a house of prayer by collecting and sharing prayer requests from local mission partners with our prayer chains, and by incorporating immediate prayer requests into our worship services by end of 2021. Most of this is already in place

“What good is it, my brothers, if someone says he has faith but does not have works? Can that faith save him? If a brother or sister is poorly clothed and lacking in daily food, and one of you says to them, “Go in peace, be warmed and filled,” without giving them the things needed for the body, what good is that? So also faith by itself, if it does not have works, is dead.

- James 2:14-17

05

INSPIRE, INVITE AND EQUIP DISCIPLES

Strengthen the process by which members are called and equipped for ministry and leadership. Biblical Foundations: Ephesians 4:11-12 and 1 Corinthians 12:4-7, 1 Timothy 4:12-16

By 2025, Nazareth will be...

1. Nurturing a healthy and robust culture of discipleship throughout Nazareth, while being careful to not create or perpetuate a culture of hirelings/professionals who do ministry FOR congregants rather than INSPIRE and ENGAGE the congregation itself.
2. Engaging members around best discipleship practices and identifying each individual's gifts and passions.
3. Evaluating and supporting members' evolving needs and obstacles as they grow in their personal discipleship.
4. Celebrating mission projects, their impact on others, and their impact on us.

Objective A: To have 50% of Nazareth members actively participating in the Discipleship U growth path towards greater intimacy with Christ and His church by 2025.

Objective B: To support the creation of a Seminary Development Program. To develop a strategy with staff for recruiting and onboarding interns in various ministry areas. Important steps toward realizing this vision are already underway through the Seminary Committee and the Endowment Committee.

Objective C: To inventory, strengthen, and support Nazareth's Life Groups, Home Teams, and other small groups committed to forging Christian relationships within the community by the end of 2022.

Objective D: To develop a dashboard of metrics by 2023 to illustrate how members' everyday discipleship contributes to reaching the unreached at local and global levels.

Objective E: To develop a unified adult curriculum, supporting a clearly defined Philosophy of Ministry, with a structure and direction to it. Include routes that build toward knowledge and skills needed vocationally. Addressed by Naz Next Steps Path.

**And he gave the apostles, the prophets, the evangelists, the shepherds and teachers, to equip the saints for the work of ministry, for building up the body of Christ
- Ephesians 4:11-12**

06

CREATE AND GROW RELATIONSHIPS

Create more opportunities for people to form more meaningful relationships.

Biblical Foundations: Colossians 3:12-14, Matthew 18:20, and Acts 2:42-47

By 2025, Nazareth will be...

1. Living in community with one another by building Christ-centered relationships as a critical part of more fully developing our faith in the Lord and growing as His people.
2. Nurturing families in all of their varieties, singles, and fostering intergenerational connections.
3. Identifying opportunities to do life together, to learn God's will together, and to serve together, both in person and online.

Objective A: To create a program utilizing dedicated, outgoing (and yet not intimidating) volunteers who are good conversationalists to be assigned to meet new people, talk with people standing alone, etc. on Sunday mornings before, after and between services. Volunteers should be recruited across all demographics.

Objective B: To expand active/intentional ways in which people are invited to join a small group. To become a church of small groups, not just a church with small groups, with plenty of options that welcome new people into groups and consider the varying desires/abilities of folks to be engaged in small groups for short or long periods of time.

Objective C: To create more opportunities for people to socialize together within the walls of Nazareth and online.

“

Put on then, as God's chosen ones, holy and beloved, compassionate hearts, kindness, humility, meekness, and patience, bearing with one another and, if one has a complaint against another, forgiving each other; as the Lord has forgiven you, so you also must forgive. And above all these put on love, which binds everything together in perfect harmony.

- Colossians 3:12-14”

07

LEVERAGE OUR FACILITY AND LOCATION IN ACHIEVING THE UTMOST FOR GOD'S GLORY

Recognize the opportunities and responsibilities entrusted to Nazareth as stewards of God's House. Biblical Foundations: Matthew 5:14-15, Matthew 7:24-27, Ephesians 2:19-22

By 2025, Nazareth will be...

1. Taking full advantage of marketing rule of "Location, Location, Location."
2. Welcoming people through the warmth, appeal, cleanliness, openness, and safety of our facility.
3. Cultivating a welcoming path and process for the unchurched from first visit to membership.

Objective A: To update the Worship Center including some or all of the following: resurfacing the front cinder block walls (rough cut stone has been proposed); replacing the windows and shades; installing other updates as needed for sound, lights, and video; re-upholstering of pews; installing new carpet and flooring in balcony and

back hallway areas; refurbishing the organ by 2025; installing new heat and A/C exchanges as needed; and adding a loop hearing assistance system if feasible.

Objective B: To replace all parking lot curbing and surfaces by the end of 2022.

Objective C: To continue to explore alternative energy sources for greater efficiency and cost reduction related to utilities, including solar, wind, and heat pump systems by 2025.

Objective D: To explore more creative cosmetic options in the main education hallways and children's and student ministries areas that are more welcoming and attractive than our current finishes.

Objective E: To explore the feasibility of updating and digitizing our primary exterior sign on the corner of Main and University.

You are the light of the world. A city set on a hill cannot be hidden. Nor do people light a lamp and put it under a basket, but on a stand, and it gives light to all in the house.
- Matthew 5:14-15

08

NURTURE AND FUEL JOYFUL RESPONSES TO GOD'S GRACE, EACH IN OUR OWN WAY

“ The point is this: whoever sows sparingly will also reap sparingly, and whoever sows bountifully will also reap bountifully. Each one must give as he has decided in his heart, not reluctantly or under compulsion, for God loves a cheerful giver. And God is able to make all grace abound to you, so that having all sufficiency in all things at all times, you may abound in every good work. - 2 Corinthians 9:6-8 ”

Inspire increased giving among our congregation.

Biblical Foundations: 2 Corinthians 9:6-8, Luke 19:1-9, Mark 12:41-44

By 2025, Nazareth will be...

1. Recognizing everyone's unique giving experiences and preferences.
2. Maturing in our giving in gracious and generous ways.
3. Celebrating time, talents, and treasures as gifts in response to God's grace as we "give out of love for Christ in the area of our faith."

Objective A: To develop a plan for sharing stories of inspired giving from within Nazareth by the end of 2022 (focusing on the act of giving and not the size of gift).

Objective B: To incorporate joyful responses to God's grace into Blessed Beginning and children's/youth ministry programs by the end of 2022.

Objective C: To intentionally tailor Nazareth's stewardship, project-focused fundraising, and addressing of financial issues to the many and diverse giving experiences of our members.

09

INVOLVE MEMBERS IN LIFE-GIVING AND FAITH-BUILDING PRAYER

Inspire, invite, and involve all members in developing a life of prayer.

Biblical Foundations: Philippians 4:6-7, 1 Thessalonians 5:16-18, Luke 11:1-4

By 2025, Nazareth will be...

1. Growing in breadth and depth as a "House of Prayer."
2. Helping members of our congregation and neighbors to root their daily lives in prayer more and more as a natural outpouring of their faith and trust in God.
3. Modeling authentic, joyful, and faithful prayer in every aspect of our life together as a congregation.

Objective A: To develop and implement a plan for Nazareth to promote prayer so "[Our] House shall be a House of Prayer," through specific educational opportunities to study different patterns and expressions of prayer (e.g. Biblical prayer, centering prayer); and through prayer partnerships.

Objective B: To communicate through our preaching and teaching the importance of prayer as well as the opportunities for corporate prayer that exist at Nazareth.

Objective C: To expand the number of members who are participating in prayer chain and prayer shawl ministries.



Do not be anxious about anything, but in every situation, by prayer and petition, with thanksgiving, present your requests to God. And the peace of God, which transcends all understanding, will guard your hearts and your minds in Christ Jesus.

- Philippians 4:6-7



10

TREASURE THOSE WHOM GOD USES TO INSPIRE OTHERS

Increase our support, empowerment, compensation, celebration, and strengthening of the Nazareth staff.

Biblical Foundations: Colossians 3:23-24, Matthew 25:23, 1 Peter 4:10

By 2025, Nazareth will be...

1. Creating a workplace culture recognized for its teamwork, excellence, and love.
2. Developing, retaining, and attracting talented servants of Christ.

Objective A: To develop strategies to enhance and celebrate the relationship(s) between the Council/congregation and staff by the end of 2022.

Objective B: To annually assess staff compensation and benefits to be competitive, appreciative, and desirable within the market by the end of 2022.

Objective C: To create staff professional development plans around job requirements, organization needs, and personal areas of interest by the end of 2022.

Objective D: To mentor, resource, and empower staff members in their own discipleship, growth, and faith journeys by the end of 2022.

Objective E: To implement any additional recommendations of the Unstuck Group by the end of 2022.



Whatever you do, work at it with all your heart, as working for the Lord, not for human masters, since you know that you will receive an inheritance from the Lord as a reward. It is the Lord Christ you are serving.

- Colossians 3:23-24



COMMUNICATION TASK FORCE EXPANDED RECOMMENDATIONS

Communication Task Force Expanded Recommendations

CONGREGATIONAL PRIORITY: Develop and implement a comprehensive strategy to reach new people/ incorporate them into church life.

- Update the data management systems and practices to more effectively communicate with those who have had “touch points” with Nazareth but are not yet engaged in church life. Improve methods for gathering data from and communicating with first-time worship attendees from a church-wide perspective.
- Improve methods for gathering data from and communicating with ministry registrants from a church-wide perspective (VBS, KidzRock, CHAOS, BIGhouse, BASIC, Discipleship, Mens and Womens Ministries, etc.) Although individual ministry areas communicate with these communities, Nazareth – as a church – also needs to build communication with these populations to help them incorporate themselves into the larger life of the church.
- Improve methods for gathering data from and communicating with students who have been confirmed – from a church- wide perspective.

CONGREGATIONAL PRIORITY: Develop ministries that work toward healing those broken by life circumstances. Make better use of the Nazareth website as an outreach tool for those who are broken by life circumstances.

- Creating a prayer request button on the front page.
- Developing a prayer blog.
- Gathering information on needs – pastoral visits, financial asks, etc.

CONGREGATIONAL PRIORITY: Make necessary changes to attract families with children and youth to our church.

- Improve methods for gathering data from and communicating with ministry registrants from a church-wide perspective.
 - Church-wide follow up with all VBS registrants – invitations to Christmas, Easter, Small Groups,
 - Continue to investigate and grow in our use of “next generations” social media tools.
- Improve methods for gathering data from and communicating with students who have been confirmed from a church-wide perspective – and help these students to feel like Nazareth is their own church community, not just that of their parents, so that those who stay living in the Cedar Valley grow their own families here at Nazareth.

Programs/Ministries Task Force DELAYED Recommendations:

- Consider adding sign-language at select worship services and outreaching to folks that could benefit from this addition (Priority #1). Consider pursuing/promoting a Christian Community Development approach to outreach to under-resourced parts of our community. Consider outreaching to immigrants and at-risk populations in need of worship space (offering the facilities at no charge).

Staffing/Volunteer Expanded Recommendations

**The following recommendations and affirmations focus on our biblical base (Ephesians 4:11-12) with the express purpose of preparing Nazareth members for Christian service to build up the body of Christ. We weigh our priorities and recommendations on whether they meet those needs.*

Affirmation of our committee's Biblical base:

- Biblically, the stewardship of caring for the Nazareth staff includes clarity around Ephesians 4:11-12 (Good News Bible Translation) which states:
- "It was he who gave gifts to people; he appointed some to be apostles, others to be prophets, others to be evangelists, others to be pastors and teachers. He did this to prepare all God's people for the work of Christian service, in order to build up the body of Christ."

Discussion of what this means with regard to our recommendations.

- Our concept of staffing at Nazareth will be based on what is necessary to "equip our members for the work of ministry" while being careful to not create or perpetuate a culture of hirelings/professionals who do ministry FOR congregants rather than INSPIRE and ENGAGE the congregation itself. By strengthening this dynamic we hope to create a more healthy and robust culture of discipleship at Nazareth.

Conversation around Mission, Vision and Values: Staffing Task Force recommends to the 2020 Vision team that:

- Mission, vision, values, intent are reworked/developed into a more concise format that emphasizes Salvation and Service as what we're about.
- These statements need to be bold and heart moving

Agreement and affirmation of volunteerism and discipleship principles:

- What we may label as volunteerism is really an important aspect of active discipleship where each member is educated and challenged to live out their calling as a member of the body of Christ.
- See Key points to consider as Foundations of a Healthy Volunteer Ministry at the link below: https://s3.amazonaws.com/Volunteer-Rocket/Module+1/1+-+The+Foundations+of+a+Healthy+Volunteer+Ministry_Corrected.pdf

Recommendations and affirmations for visioning 2020 and beyond by the Staffing/Volunteer Subgroup:

- The Staffing/Volunteer Subgroup has digested the data that was received from the Holy Cow PULSE and CAT surveys along with additional information and input from a variety of team members. This information has helped us determine what our greatest needs are based on this feedback.

Please find below and on the next page 12 specific areas our Subgroup will both recommend and affirm while we move forward with the visioning process.

- The Staffing /Volunteer and Programs/Ministries sub-committees will invite Nazareth staff to participate in long term visioning/ planning of specific actions in priority areas identified by the CAT assessment which will be facilitated by the Staffing/ Volunteer subcommittee. (Foundational Priority)
- The Staffing /Volunteer sub-committee recommends Nazareth invest in a position of Small Group Coordinator which promotes more opportunities for people to form meaningful relationships. (staffed or volunteer) Including this role being a "Champion" of Small Groups (See CAT Priority area 6)
- The Staffing /Volunteer sub-committee recommends Nazareth continue to build increased salary

levels. Additionally, Nazareth would work to offer non merit-based raises (possibility of setting a % raise goal for each year). (Foundational Priority)

- The Staffing /Volunteer sub-committee recommends Nazareth focus on developing the spiritual vitality of the staff through spiritual disciplines, retreats and shared experiences. (Foundational Priority)
- The Staffing /Volunteer sub-committee recommends Nazareth create a bridge position between Naz and Blessed Beginnings to plug families in at Naz and invite them into the greater community. (See CAT Priority areas 1 and 3)

Staffing/Volunteer Expanded Recommendations, continued

- The Staffing /Volunteer sub-committee recommends Nazareth develop a standard template that would be used for all volunteer ministries at Nazareth. See article at link for an example (This is taken from Right Now Media - Vanderbloemen Search Group www.vanderbloemen.com). (See CAT Priority areas 1 and 5)

- The Staffing /Volunteer sub-committee recommends Nazareth develop a Volunteer Coordinator position (staff or volunteer).

Once role is created, this person would work with individual ministry area leaders to create a plan for how to best serve each area. (See CAT Priority area 1)

- The Staffing /Volunteer sub-committee supports Nazareth creating a Seminary Development Program. The program will be focused on the undergraduate and seminary education of Nazareth members as well as individuals who have experienced the call to ministry and who desire to return and serve at Nazareth. (See CAT Priority #5)

- The Staffing/Volunteer Sub-committee supports the Ministry Incubator plan being developed by the Endowment Committee. (staff or volunteer) (See CAT Priority areas 2, 4 and 5)

- The Staffing /Volunteer sub-committee supports Nazareth leadership engage with staff on how to value them throughout the year creating an atmosphere of team unity. (Foundational Priority)

- The Staffing /Volunteer sub-committee supports Nazareth investing in quality continuing education opportunities. (Foundational Priority)

- The Staffing/Volunteer sub-committee supports having the Church Council develop an "Implementation Team" to filter final recommendations and affirmations made by the 2020 Vision Team. The Implementation Team's purpose will be to identify important goals we are working to accomplish at Nazareth. Those goals should include the following components in order to foster a clear understanding of our priorities so that we can focus our attention and resources on what is most important.

- Specific (What will be accomplished and what action will be taken.)
- Measurable (What data will measure the goal? How much and how well?)
- Achievable (Is the goal doable? Do we have the necessary skills and resources?)
- Relevant (Does the goal align with broader goals? Why is it important?)
- Time Bound (What is the time frame for accomplishing the goal?)

Creating "space" for potential new or adjusted positions.

- As staff attrition occurs, the committee agrees that will provide an opportunity to reevaluate those positions and assess if available resources could be reallocated to make adjustments in those current positions (either paid or volunteer) and/or accommodating potential new positions that align with the Nazareth Vision and Mission goals. Pastors, Staff and Council would have input in those recommendations.

Use of current technologies available to assist with signing up along with importing and exporting the available help of volunteers in our various Ministry areas.

- After a discussion of the capabilities of several technologies, the committee determined we will plan to focus on further development and consistent implementation of the following two technologies, which are already in place at Nazareth to reach out to and organize volunteer groups for our various ministries. If we cannot develop and implement them to meet our needs, we may need to explore other options.

- One Call

- Shepherd's Staff Technology (New name for this service in order not to confuse with Shepherd's staff Ministry).

ADDITIONAL APPENDICES

These appendices contain all of the original Recommendations/Affirmations from the 2020 Task Force Team – this information was included in the body of the original report.

01 REACH AND ENGAGE NEW PEOPLE RECOMMENDATIONS/AFFIRMATIONS

- Develop and implement a comprehensive strategy to gather, manage and utilize data to more effectively in order to communicate with all Nazareth-connected groups and individuals from a churchwide perspective. (Communication Task Force)
- Create a bridge position between Nazareth and Blessed Beginnings to plug families in at Nazareth and invite them into the greater community (Priorities #1, #3). (Staffing/Volunteerism Task Force)
Develop a volunteer coordinator (or volunteer point person) position (staff or volunteer). Once role is created, this person would work with individual ministry leaders to create a plan for how to best serve each area based on the unique needs of each ministry. (Staffing/Volunteerism Task Force)
- Develop a standard template that would be used for all volunteer ministries at Nazareth. (See link for an example taken from Right Now Media - Vanderbloemen Search Group www.vanderbloemen.com). (Staffing/Volunteerism Task Force)
- Form an integration team at Naz that continues the work of folding people into the congregation. Perhaps begin with a New Member Team. (Programs/Ministries Task Force)
- Investigate outward reaching ways to engage and invite the community to Naz, including local advertising, "Garage Door" events, and expanded community events (e.g. "Daddy/Daughter dances, etc.). (Programs/Ministries Task Force)
- Research and look into implementing broadcasting services on Public Access TV as well as live-streaming services online and through social media to spread our reach to folks that cannot be physically present on Sunday mornings. (Programs/Ministries Task Force) Complete
- Incorporate a "Naz Next Steps Path" to help new people come to know Christ and grow in Christ, with an identity deeply rooted in Him; and acquire the essential knowledge, skills, and spiritual maturity to have a joyful and high-impact life making Christ known to others. Different paths would encourage next steps respecting varying degrees of individuals' spiritual maturities and/or desire for complexity and depth. (Programs/Ministries Task Force) Complete

02 HELP AND HEAL THE HURTING RECOMMENDATIONS/AFFIRMATIONS

- Make increased use of the Nazareth website as an outreach tool for those who are broken by life circumstances. (Communication Task Force)
- Support the Ministry Incubator plan being developed by the Endowment Committee (Priorities #2, #4). (Staffing/ Volunteerism Task Force)
- Expand care services offered by and through Nazareth (health related, financial needs, addictions, grief, divorce, single parents, etc.) and remove financial barriers to participation (if any exist). Identify individuals in our congregation with skills and professional backgrounds that could help lead these efforts. Consider incorporating language like “adults affected by hurts, hang- ups and habits” when inviting folks to care classes/offerings.
- Consider keeping care service offerings concentrated to a specific day(s)/time(s) with predictable formats (e.g. programming, small groups, fellowship) – keep in mind potential scheduling conflicts (Sundays and Wednesday nights). (Programs/Ministries Task Force)
- Reinvigorate the Singles Ministry with volunteer leadership. Clearly define what age and stage of life is/may be the audience for this ministry and who may benefit most from it. (Programs/Ministries Task Force)
- Consider implementing a “Care Companions” model like St. Paul Lutheran in the Quad Cities. Their explanation: A Care Companion is not an expert or a counselor, but someone who walks alongside and shares a journey for a time. Friendship, presence, and prayer are their tools. (Programs/Ministries Task Force)

03 **INSPIRE AND ADAPT FOR FUTURE GENERATIONS** **RECOMMENDATIONS/AFFIRMATIONS**

- Develop and implement a comprehensive strategy to gather, manage and utilize data to more effectively in order to communicate with all children, students and families from a church wide perspective. (Communication Task Force)
- Create a bridge position between Nazareth and Blessed Beginnings to plug families in at Naz and invite them into the greater community (Priorities #1, #3). (Staffing/Volunteerism Task Force)
- Engage staff and key volunteers to restructure the Sunday morning worship and education schedule in order to better reach young families. (Programs/Ministries Task Force)
- Create a new, more modern website and social media platform templates/designs that are inviting and engaging, reflecting today's best practices – clear and dynamic “Front Doors” to our church. Hire or contract with someone who does professional website development. Consider creating an internal technology committee consisting of staff across departments and congregation members with relevant expertise, allowing for more continuity over time. (Programs/Ministries Task Force)
- Restructure the Blessed Beginnings curriculum/format as needed to include direct outreach to families, inviting them in to the Nazareth church family and engaging the children/students in Sunday Morning worship at least 2-3 times per year. Track results of new members growing out of Blessed Beginnings families. (Programs/Ministries Task Force)
- Add a non-Sunday, free-form worship service option (one that doesn't mirror our current Sunday morning offerings). (Programs/ Ministries Task Force)
- In general, involve children/youth more directly and meaningfully in worship. Parents are in church when their children are involved. (Programs/Ministries Task Force)
- Consider new and creative ways to expand outreach to Nazareth youth and college-age individuals outside of traditional CHAOS, BIG HOUSE and BASIC offerings as well as to those without any church affiliation (include regional junior highs, high schools, colleges, universities and community colleges). (Programs/Ministries Task Force)
- Consider offering Wednesday night meals at no charge and for an expanded time frame (e.g. 5:00-6:30pm) to encourage more families and intergenerational folks engaging together at Naz. (Programs/Ministries Task Force)

04 REACH, KNOW, AND SERVE NEIGHBORS ON THE MARGINS - RECOMMENDATIONS/AFFIRMATIONS

- Develop and utilize communication tools which more effectively share missions and outreach opportunities. (Communication Task Force)
- Support the Ministry Incubator plan being developed by the Endowment Committee (Priorities #2, #4). (Staffing/Volunteerism Task Force)
- Create a dynamic mission/outreach booklet that gives explicit language to the many ways in which Nazareth promotes outreach and mission work, packaging into “Global Partnerships”, “Local Partnerships”, “Short-Term Mission Trips”, “Members in Mission”, and “Serve Your City” classifications – each of which would have a clear focus and an impactful story. There would also be clear steps outlined for engaging and getting involved in Naz sponsored mission work. Could model after Menlo Church example - <https://issuu.com/menlo3/docs/menlomissions>. Work with a volunteer/hired professional graphic designer. (Programs/Ministries Task Force)
- Schedule “Serve Your City” opportunities monthly (e.g. Every 3rd Thursday from 4-6pm sign up to work at the NEIA Food Bank, etc.). (Programs/Ministries Task Force)
- Expand our Kits and Quilts ministry to have a local homeless focus. Distribute through our partnership with the Salvation Army and through local “warming centers”. (Programs/Ministries Task Force)
- Address topics affecting those on the margins in our community more directly from the pulpit – and/or invite local guest preachers in to teach on these topics. (Programs/Ministries Task Force)
- Encourage Pastoral Team to engage directly with ministerial and interfaith groups serving local populations on the margins. (Programs/Ministries Task Force)

05 INSPIRE, INVITE AND EQUIP DISCIPLES - RECOMMENDATIONS/AFFIRMATIONS

- Develop and utilize communication tools which effectively share opportunities for people to learn and to go into the world to live out their faith. (Communication Task Force)
- Support the creation of a Seminary Development Program. The program will be focused on the undergraduate and seminary education of Nazareth members as well as individuals who have experienced the call to ministry and who desire to return and serve at Nazareth. (Staffing/Volunteerism Task Force)
- Develop a strategy with staff for recruiting and onboarding interns (paid and unpaid) in various ministry areas. (Programs/ Ministries Task Force)
- Prioritize making a better connection with seminary students, focusing more on developing ministry leaders and pastoral staff and giving seminary students “real life” ministry opportunities. (Programs/Ministries Task Force)
- Develop a unified adult curriculum, supporting a clearly defined Philosophy of Ministry, with a structure and direction to it. Include routes that build toward knowledge and skills needed vocationally. (Programs/Ministries Task Force)
- Consider revamping Confirmation regarding time offered, content, and leader support – engaging and encouraging students in lifelong faith formation. Consider moving Confirmation from Sunday morning to ease scheduling conflicts for volunteers and families. Consider facilities uses/schedules. (Programs/Ministries Task Force)

06 CREATE AND GROW RELATIONSHIPS - RECOMMENDATIONS/AFFIRMATIONS

- Develop and utilize communication tools which effectively help people to build and grow relationships. (Communication Task Force)
- Invest in a position of Small Group Coordinator/Small Group Point (staff or volunteer), encouraging more opportunities for people to form meaningful relationships. This role would be a “Champion” of Small Groups and would coordinate with adult ed. and student ministry leadership positions. (Staffing/Volunteerism Task Force)
- Create a program utilizing dedicated, outgoing (and yet not intimidating) volunteers who are good conversationalists to be assigned to meet new people, talk with people standing alone, etc. on Sunday mornings before, after and between services. Volunteers should be recruited across all demographics. (Program/Ministries Task Force)
- Expand active/intentional ways in which people are invited to join a small group, which could include the formation of small groups around meals (with no explicit objective other than to get together), particular areas of interests, and options for non- workday opportunities. Help Nazareth become a church of small groups, not just a church with small groups – with plenty of options that welcome new people into groups and consider the varying desires/abilities of folks to be engaged in small groups for short or long periods of time. (Program/Ministries Task Force)
- Create more opportunities for people to socialize together within the walls of Nazareth. (Program/Ministries Task Force)

07 LEVERAGE OUR FACILITY AND LOCATION IN ACHIEVING THE UTMOST FOR GOD'S GLORY - RECOMMENDATIONS/AFFIRMATIONS

Maintenance:

- Parking lots (need pricing for concrete vs asphalt)
- Worship Center Windows
- Heat exchanger for Worship Center
- Paint the outside of the Sanctuary near the Cross
- Organ will need cleaning by 2025. Cost is estimated to be \$25,000. (There is a fund set aside for this)

Ministry Improvement Program:

- Recover pews
 - Break room windows
 - Refurbish the Worship Center
 - Including new Heat/AC exchangers for more energy efficiency
 - Replace carpet on last set of steps leading up to the balcony and replace the carpet in the balcony
 - Replace carpet in the choir practice area at the same time
 - Paint the ceiling in the balcony
 - Loop Hearing System in the Worship Center
 - Redo the reception area including the coffee shop area by door 6 (kiosk check-in)
 - Expanding church offices area and covered entry in the area of doors 1 & 2
 - Addition to the school age building of Blessed Beginnings. This is an immediate need!
 - Youth Ministry to add 2nd floor above the Sunday school area
 - OR Build a 2-story addition on the Eastend by the gym dedicated to being all-inclusive for Blessed Beginnings
 - Hanging and possibly retractable mics from the ceiling to be used when the choir performs in front of the altar, instead of in the loft. Possible location hanging down just in front of the first pews. Currently they put floor mics at 2 different locations.
 - Explore alternative energy including solar and water
 - Recommend hiring an architect for refurbishing the Worship Center
- *Note: regarding the windows in the Worship Center, there is damage to the drywall on the inside of the Worship Center and a couple of places appear to have mold. Sally took pictures and will provide them at the 20/20 Vision Team , if requested.*
- *Marc advised his improvements budget yearly is between \$120,000 and \$140,000, with what is not used carried over to the following year.*

Items to be Done By Willing Workers:

- Choir storage room is currently adequate for robes and the many files that contain choir music. Three files were purchased recently are now located in a closet designed to hang robes. It is estimated that within 3-5 years additional storage will be needed.
- The office Nathaniel has shared with Jordan could be reconfigured, depending on what takes place with the current part-time worship director position, to allow for a piano in the office.
- Add rail to the steps in the choir practice area.

08 NURTURE AND FUEL JOYFUL RESPONSES TO GOD'S GRACE, EACH IN OUR OWN WAY - RECOMMENDATIONS/AFFIRMATIONS

FINANCE TASK FORCE:

- Vision 2020 Finance Task force recommends Nazareth make a concerted effort to inspire giving among congregation.
- Vision 2020 Finance Task force recommends Nazareth build up a dedicated cash reserve based upon 60-90 days of operational expense. These funds to be raised with a special giving request and set aside permanently.
- Vision 2020 Finance Task force recommends Nazareth amend its budget reporting process to include payroll and benefit costs for each area of ministry, to further explain the investment in each area. (Example: Children's ministry staff costs included in the cost of children's ministry)
- Vision 2020 Finance Task force recommends Nazareth develop annual employee evaluations that include a reporting of their entire compensation, including salary, benefits, continuing education, etc. This reporting in annual evaluations is intended to continue to demonstrate the total investment Nazareth makes in its employees, and how it values them.
- Vision 2020 Finance Task force recommends Nazareth begin a campaign to increase awareness of and participation in estate giving to Nazareth and the Nazareth Endowment Fund.
- Vision 2020 Finance Task force recommends Nazareth commit to a 1.5% annual cost of living (non-merit based) raise, which would be built into the budget as an annual requirement.
- Vision 2020 Finance Task force recommends Nazareth develop and implement a system of employee goal setting and evaluations with the intent to award merit-based raises in addition to the cost of living raise.
- Vision 2020 Finance Task force recommends Nazareth create a monthly report that shows comparative totals for income, expenses and pledges vs. budget, and attendance, to be reviewed by the finance committee and council.
- Vision 2020 Finance Task force recommends Nazareth create quarterly "Huddles" to offer congregation updates on finances, stewardship and attendance, in an "Adult Forum" style setting, to continue to the work on improved transparency at Naz.
- Vision 2020 Finance Task force recommends Nazareth make a concerted effort to raise the average per household giving from 1.5% of income, to 3% over the next 5 years. Consider improving the Stewardship annual drive process to better engage congregation.

GOVERNANCE TASK FORCE:

- We discussed the draft of the proposed changes to church Council terms that Pr. Brian prepared. After a lively discussion, additional clarifications were suggested. Brian will make the suggested changes to the proposal and forward them to us.
- We discussed next steps in a collaboration effort with larger congregations including Hope Lutheran, West Des Moines. We will include a summary of our discussions to date with Hope in our final Task Force report to the Council.
- We discussed how we might better govern the use of mission funds for the congregation. We discussed the possibility of Endowment Funds being used for internal ministry opportunities and that "Mission Funds" (those funds pledged through the fall stewardship effort) would be dispersed by the Local and World Missions committees under a yet to be determined formula. This would remove the step of going through the "Mission Fund Committee" which would be retired. We will circulate a proposal on this item prior to our next meeting.

09

INVOLVE MEMBERS IN LIFE-GIVING AND FAITH-BUILDING PRAYER - RECOMMENDATIONS/AFFIRMATIONS

- Develop and implement a plan for Nazareth to promote prayer so “Our House shall be a House of Prayer”
- Methods to Use:
 - Banners hanging from choir loft
 - Sermon Series
 - Wednesday evening services including communion and individual and community time for prayer
 - Continue and promote Prayer Chain adding
 - Icon on web site to submit prayer requests
 - Establish a Prayer Committee to develop a Prayer Blog, set parameters for content, recruit writers and oversee on web site
 - Videos before church
 - Messenger and Bulletin
 - Announcements before services highlighting prayer cards
 - Post a prayer in areas of high usage—gym, Bethel Hall, Fellowship Hall, Underground
 - Continue availability of prayer resources
 - Monthly prayers for missionaries
 - Prayer walkers on Sunday morning
 - Pastors' Sunday morning prayer team
 - 10 at 10 for staff
- Annual Events:
 - A “Day of Prayer” to kick off school year
 - 6:00 am – 10:00 pm continual prayer in Chapel with opening and closing services on Friday
 - Circling Church with prayer on Sunday
- Every Other Year Event:
 - Thankful for/Hope for cards

PROGRAMS/MINISTRIES TASK FORCE:

Sunday Mornings:

- We affirm that sermons acknowledge our condition as sinners and our need for grace which comes through faith and a personal relationship with Jesus Christ. Furthermore, we affirm that sermons emphasize that our faith is meant to be shared with other people and to call others into a similar relationship with Christ.
- We affirm that the pastoral staff continue being energetic, dynamic and relevant.
- Explore ways to adjust the space in our Worship Center to better accommodate elderly and disabled congregants (e.g. considering the slope of the sanctuary, sound issues for the hearing impaired, having ample seating in Fellowship Hall, etc.)
- Make every effort to ensure the musical quality and relevancy and the technology executed is exceptional at all worship services to support the message and worship experience and help people to experience the presence of God through worship.
- Explore and celebrate more opportunities for inter-generational community within all ministries of the church.
- Ensure staff leaders have the support and freedom to lead with joy and passion.
- Respect, celebrate and learn from the past, but refuse to allow the past to inhibit our ability to move forward toward God's preferred future for Nazareth.

10 TREASURE THOSE WHOM GOD USES TO INSPIRE OTHERS - RECOMMENDATIONS/AFFIRMATIONS

STAFFING/VOLUNTEERISM

- Continue to build increased salary levels. Additionally, work to offer non merit-based raises (possibility of setting a % raise goal for each year).
- Focus on developing the spiritual vitality of the staff through spiritual disciplines, retreats and shared experiences.
- Engage with staff on how to value them throughout the year creating an atmosphere of team unity. Investing in quality continuing education opportunities for Nazareth staff.
- Develop an "Implementation Team" to ensure the final Vision 20/20 goals approved by the Council for further exploration and implementation move forward. In order to foster a clear understanding of priorities, an action plan should be created by Council with staff input for the Implementation Team to monitor with goals that are specific, measureable, achievable, relevant and time- bound. Consider the work of the staff consulting firm when setting timelines for implementation of final goals. Also consider dividing action steps into Year 1, Year 2, Year 3, Year 4, etc. timeframes – knowing the implementation process will take a significant amount of time and will likely span several years.