

# Zion Lutheran Church

## Superior, Wisconsin

**“WHAT, IN GOD’S NAME, IS GOING ON AT ZION?”**

Transition Task Force

Final Report - 2015



January 23, 2015  
Zion Lutheran Church  
2022 East Second Street  
Superior, Wisconsin 54880  
Phone- 715-398-3663  
<http://zionsuperior.org>

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**INTRODUCTION: “WHAT DO WE HAVE IN THE HOUSE?”**

*“Finally, beloved, whatever is true, whatever is honorable, whatever is just, whatever is pure, whatever is pleasing, whatever is commendable, if there is any excellence, and if there is anything worthy of praise, think about these things...and the God of peace will be with you.” —Philippians 4:8-9*

*“As God’s chosen ones, holy and beloved, clothe yourselves with compassion, kindness, humility, meekness, and patience. Bear with one another, and, if anyone has a complaint against one another, forgive each other; just as the Lord has forgiven you, so you also must forgive. Above all, clothe yourselves with love, which binds everything together in perfect harmony.” —Colossians 3:12-14.*

These two brief passages are part of St. Paul’s wise counsel to his fellow-believers in the churches of Philippi and Colossae, which he had founded and with whom he remained especially close over the years. They are good words of counsel for us today as well. Paul summons us to seek “whatever is true... honorable...just... pure... commendable... excellent...[and] worthy of praise.” He encourages us in our relationships with one another to “clothe [ourselves] with compassion, kindness, humility, meekness, and patience,” to “bear with one another [and] forgive each other; just as the Lord has forgiven you.” Finally, above all else, “clothe yourselves with love, which binds everything together in perfect harmony.” These are good words to live by in our families, communities, and congregations.

These words of wise counsel have also guided the work of Zion’s **Transition Task Force** over the past several months. The Transition Task Force was formed by the Church Council and was officially commissioned on Sunday, June 1. Members of the Task Force are:

Lynn Rochon, Chair	Tim Ingersoll
Ruth Ann Amundson	Leslee Kvam
Logan Amys	Ken Mertz
Jeanette Betterman	Linda Moe
Heidi Blount	Ken Thimm
Vicki Garro, advisory	
Pastor Dennis Paulson, coordinator	

The Transition Task Force met regularly across the summer to develop a process to study and assess the life and ministry of Zion Lutheran Church, and to envision its future. Three working teams were formed to carry out this study and assessment: Mission/Vision; Staffing/Leadership/Volunteers; and Self-Study. Descriptions of their specific tasks are included elsewhere in this report, along with a final report from each team.

The Task Force used an approach to organizational assessment and development known as “**Appreciative Inquiry.**” As the name implies, it is an approach to organizational development that seeks to discern “whatever is...pleasing, commendable, excellent, and worthy of praise” within this congregational community. It asks questions like: “What is working? What is good about what we are currently doing? What assets, strengths, or blessings do we already possess? What are people’s best experiences of life in this congregation?” The fundamental question is: **When we are at our best, what are we doing?** It leads to the question, “What is the best we can be? What future can we imagine for our life and ministry as a disciple community?” The basic idea is to build the congregational community around what works, rather than trying to fix what doesn’t. It is the opposite of a problem-solving approach to building the congregation’s vision for mission. Rather than seeing disciple communities as problems to be solved, it sees them as miracles to be embraced, dreams to be realized, designs to be lived into. It seeks to design a future for the congregation that grows from the best of its past.

The Appreciative Inquiry process seeks to discover the best of what already is in the congregation's life and ministry, in order to begin to envision what the congregation's future could be. Appreciative Inquiry uses what is known as the "5-D Process" of organizational development, in five phases: Define-Discover-Dream-Design-Deliver. These five phases may be briefly summarized as follows:

- **1. Define**—Committing to the positive
- **2. Discover**—Valuing the best of what is
- **3. Dream**—Visioning the ideal
- **4. Design**—Dialoguing what needs to be
- **5. Deliver**—Innovating what will be

(See the diagram page of the "5-D Spiral of Organizational Development" below.) The Transition Task Force used this "5-D Process" in its work. A key question the Task Force asked was, "What, in God's name, is going on at Zion?" A bulletin board in the church entry was created by Lynn Rochon using this question, which allowed congregation members to respond to this question using "Post-it" notes. There were many notes left there that lifted up ways that people saw God at work in the life of the congregation. The Task Force also planned and conducted two "Imagine Our Church" gatherings in September to engage members of the congregation in conversation about that question and about their best experiences of loving God, self, and neighbor in the life of the congregation, what they value most about their church, and what they wish for the future of Zion Lutheran. A description and summary of these conversations is included in this report. From these conversations Task Force Chair Lynn Rochon wrote "The Story of Zion Lutheran Church," a narrative summary of what was learned from the "Imagine Our Church" gatherings, also included elsewhere in this report.

**"What do we have in the house?"** This question comes from a little-known story about the prophet Elisha, found in 2<sup>nd</sup> Kings 4, about a time when the prophet Elisha helped a widow escape from poverty and debt by using the only thing she had in her house—a jar of oil. The story and question were suggested in a book entitled *The Mission Table*, by Stephen Bouman, the ELCA's church-wide Director for Congregational and Synodical Mission. This book was read and discussed by the Church Council this past year, as a way to help us focus on Zion's mission. The story and the images it provoked have helped to guide and energize the Council and the Transition Task Force in their work during the year past. In the story, Elisha (the prophetic successor of Elijah) was approached by a widow who cried out to him that her husband was dead and one of her creditors was trying to take her children from her as slaves, in payment of the debt. So Elisha asked her:

"What shall I do for you? What do you have in the house?" She answered, "Your servant has nothing in the house, except a jar of oil." He said, "Go outside, borrow vessels from all your neighbors, empty vessels and not just a few. Then go in...and start pouring into all these vessels; when each is full, set it aside." So she left him and shut the door behind her and her children; they kept bringing vessels to her, and she kept pouring. When [all] the vessels were full...the oil stopped flowing. She came and told [Elisha], and he said, "Go sell the oil and pay your debts, and you and your children can live on the rest." (2nd Kings 4:2-7)

Steve Bouman said this about the story: "Indeed, what do we have in the house? The widow acts like she has nothing. Life's cupboard is bare. That is how we sometimes act in our churches—afraid of the future, as if we have nothing, as if God is holding out on us." (p. 89) Then he asks some important questions which have helped the Council and the Task Force inquire into "what we have in the house" of Zion Lutheran Church. Bouman says:

So, what do we have in the house? What's in your house? Listening in the church begins with this question. What does your jar of oil look like? Is there some wine in the house? Bread? Water? Faithful leaders? Rock-solid values and convictions? Songs of grandparents? The Book? A table? Stories of when the church was there for you when you needed it? Moments of grace and forgiveness? Prayers when you need them and a casserole at the door when you come home from the hospital? A cross? What, indeed, do we have in the house? (*The Mission Table*, p. 90)

Sometimes it's easy to think that "we have nothing in the house," that "the cupboard is bare," and that our resources for mission are limited. But as Elisha showed the widow, there's always "something in the house" that the Holy Spirit can use to accomplish God's life-giving, life-renewing purpose in Christ. In its process of

“Appreciative Inquiry,” the Transition Task Force has been asking the question, “What do we have in the house?” It has been seeking to discover the sometimes-hidden and unrecognized gifts and resources God has provided to Zion Lutheran Church to live out its mission, as stated in its mission statement: “To be God’s people **gathering** together, **growing** in faith, and **going** into the world in Jesus’ name.”

**Thank you!** I want to take this opportunity to thank all the members of the Transition Task Force, who gave of their time, energy, commitment, and wisdom to carry out this important task. They have gone about their work with seriousness, diligence, and skill, and the fruit of their efforts is contained in the summary reports that follow. The Task Force is also grateful to all those who participated in this process of helping Zion to discern and discover “what we have in the house” to carry out the mission to which God is calling you in Christ’s name. Finally, it should be noted that although this is the final report of the Transition Task Force, it did not complete all five phases of the Appreciative Inquiry process, nor was that part of its assigned task. It will be up to the people of Zion, your leaders, and your new pastor to continue the final two phases of that process: “Designing” a new future and “Delivering” the destiny to which God is calling you. I am confident that Zion Lutheran Church has the energy, commitment, and incentive, enlivened by the Holy Spirit, to live into the destiny God has in store for you.

**A prayer** that accompanied the work of the Transition Task Force was this prayer for the presence and guidance of the Holy Spirit:

*Come, Holy Spirit, fill the hearts of your faithful people, and kindle in us the fire of your love. Send forth your Spirit, and we shall be created, and you shall renew the face of the earth. Oh God, who by the light of the Holy Spirit did instruct the hearts of the faithful, grant that, by that same Spirit, we may be truly wise and ever enjoy his consolation; through Jesus Christ our Lord. Amen.*

Peace for the journey,  
Pastor Dennis Paulson  
Interim Pastor/Task Force Coordinator

# The Appreciative Way of Leading Transitions

## Appreciative Inquiry 5D Spiral of Organizational Development

An iterative, generative, process that uses collaborative inquiry, and strategic visioning to unleash the positive energy within individuals and organizations.



### The Five Phases

#### 5: Deliver

Doing Christ's Work in the World.  
Also known as the Destiny Phase  
Co-creating a sustainable, preferred future.  
Who, What, When, Where, How?  
*Innovating What Will Be.*

#### 4: Design

Aligning values, structures and mission with the ideal.  
Developing achievable plans and steps to  
make the vision a reality.  
*Dialoguing What Needs To Be*

#### 3: Dream

What is God and the community calling us to be?  
What would our church look like in 5 years' time?  
Developing common images of the future.  
*Visioning the Ideal*

#### 2: Discover

What in God's name is going on in your church?  
Interview process and gathering of life-giving  
experiences within the congregation.  
*Valuing the Best of What Is*

#### 1: Define

Awareness of the need for development.  
Preparing for an appreciative process.  
*Committing to the Positive*

### Problem-solving Process

- Define the problem
- Fix what's broken
- Focus on decay
- What problems are you having?
- Learning from our mistakes
- Who is to blame
- **Basic Assumption:** People and organizations are problems to be solved.

### Appreciative Process

- Search for solutions that already exist
- Amplify what is working
- Focus on life giving forces
- What is working well around here?
- Learning from what works
- Who is to affirm?
- **Basic Assumption:** People and organizations are mysteries to be embraced.

## **TRANSITION TASK FORCE RESPONSIBILITIES**

The Transition Task Force began their work with the following description of responsibilities of the three teams.

### **Mission/Vision Team**

**Task:** to enable the congregation in its understanding of its existing vision for mission, and to challenge it to embrace the most compelling shared “vision for mission” for the next 3-5 years for Zion Lutheran Church.

**Enable congregational response to:**

- Congregational identity: Who are we?
- What/where is our field for mission?
- How will we be faithful to the Great Commission as the 21<sup>st</sup> century church responding to our changing world?
- Engage congregation members in conversation related to mission and Zion Lutheran’s shared vision of it
- Propose what we will do to craft the future we will create (focusing on challenge, strength, resources)
- Identify Biblical imperatives for Mission
- Clarify role of pastor & leadership in crafting the vision
- Determine language for mission and/or vision statements
- Compare/contrast Zion Lutheran’s vision for mission with that of the ELCA;
- Create opportunities to periodically share findings with the congregation.

### **Staffing/Leadership/Volunteer Needs**

**Task:** to inquire, study and review existing needs of current staff members and leaders (including key volunteers) and in respect to Mission/Vision goals and Self-Study findings, design a future staffing/leadership configuration in support of the future vision for mission. Work to be done may include:

- Meet with existing committees, mission groups, and key leaders to ascertain present/future needs for staff/leadership, leadership development, and evaluation of working relationships
- Report key insights relative to staff/leadership functioning and working relationships (through questionnaires, interviews, etc.)
- Identify responsibilities, authority levels, accountability lines for staff
- Prioritize staffing/leadership/volunteer needs
- Clarify role of supervisory staff and personnel committee relative to staff evaluation processes
- Create opportunities to periodically share findings with the congregation.

### **Self-Study**

**Task:** to examine the ‘vital signs’ of spiritual life in the congregation. Determine “organs” of the body that are supporting spiritual well-being and good health for the whole, and identify where “health care” might be improved. Make recommendations to the full Transition Task Force; and make recommendations as appropriate. Typical “organs” to be examined are:

- Review/evaluate existing constitution/by-laws
- Facilities, facilities use, and related policies, maintenance
- Organizational and leadership structures
- Council make-up, leadership responsibilities, authority, accountabilities
- Committees, ministry team relationships (clarity as to responsibility, authority, accountability)
- Relationship of staff/leaders to ministry team responsibilities
- Review recent congregational goals, consultation reports, surveys, etc.
- Review processes, accountabilities related to congregation’s financial policies and procedures
- Review the congregation’s communication processes
- Review office and church technology needs
- Create opportunities to periodically share findings with the congregation.

**The Story of Zion Lutheran Church**  
As told at the “Imagine Our Church” gatherings

Zion Lutheran Church in Superior, Wisconsin is first and foremost a church of the ELCA. We appreciate the freedom of choice we have in this designation. We delight in the wisdom gained by our focus on the Old and New Testaments of the Bible and in the traditions of our church. We uphold open communion, open discussions of issues, and acceptance of all, that the recognition of being God’s children calls us to. We are blessed and uplifted by our focus on God’s grace. We reach out to those who visit, worship with us, or are in need-- and enjoy a good potluck with the best of the Lutheran congregations. We hope to grow into a congregation that continues to accept our weaknesses and look for assistance as we challenge ourselves to grow in the direction we feel God is calling us.

We are encouraged and blessed by the many ways that we, as a church, have been called to serve. We demonstrate our love for God by providing two different worship experiences each Sunday, both of which use music and voice to praise our Lord. We also provide Sunday School and LOGOS—our youth/confirmation ministry. Special services occur during Lent and Advent. We demonstrate love for our neighbors through food drives, community dinners, neighborhood activities, opening our church to community use, including funerals and weddings of unchurched families, and encouraging members to use their gifts and talents to meet the many needs of an active church. We hope to spend even more time in serving our community, providing inspirational study that uplifts us as learners, providing high school, college, young adult, and family ministries and continuing to increase our music ministry within and outside of the church walls.

Deeply ingrained in all we do is a true sense of fellowship and community. It is this sense that compels us to care for shut-ins and the ill. We see each other as family, supporting and helping in times of hardship. Whether we are making pasties, quilts, or mittens, we enjoy the opportunity to work and serve together. We desire to be more united, and to continue to build an environment of trust. We would love to see an even more active worship community, increased attendance, a more open communication process, more harmony and loving treatment of each person no matter what their opinion or belief. We wish to continue to have a life-long impact on and commitment to each member whether they remain with us at Zion or join another church near or far. We look forward to calling a pastor who can help us move with confidence and faith into the next stage of service and growth, going into the world in Jesus’s name.

Lynn Rochon  
Transition Task Force Chair



## IMAGINE OUR CHURCH GATHERINGS

On Thursday, September 25, and Sunday, September 28, the Transition Task Force held two “Imagine Our Church Gatherings” as opportunities for the Task Force to listen to members of the congregation discuss their best experiences of participating in the life and ministry of Zion Lutheran Church. A total of 31 congregation members participated in these gatherings, including Task Force members. Small group conversations took place based on the following reflection/discussion guide.

### IMAGINE OUR CHURCH

**Imagine a church** where every person is welcomed and valued as a child of God...

**Imagine a church** where God’s love shines in community and lives are nurtured and transformed in Christ...

**Imagine a church** where people reach out to those who are hungry, sick, poor, down-trodden, in prison, or victims of crime, as an expression of Christ’s love, incarnate in the people of God...

**Imagine a church** where people are inspired, encouraged, and empowered to do what they love to do as a manifestation of the image of God that they were created to be...

**Come, let us remember who and whose we are, and imagine what we can become as the people of God at Zion Lutheran Church.**

*A Prayer: Come, Holy Spirit, fill the hearts of your faithful people, and kindle in us the fire of your love. Send forth your Spirit, and we shall be created, and you shall renew the face of the earth. Oh God, who by the light of the Holy Spirit did instruct the hearts of the faithful, grant that, by that same Spirit, we may be truly wise and ever enjoy his consolation; through Jesus Christ our Lord. Amen.*

### The Great Commandment Questions

“And one of them, a lawyer, asked (Jesus) a question to test him. “Teacher, which commandment in the law is the greatest?’ He said to him, ‘You shall love the Lord your God with all your heart, and with all your soul, and with all your mind.’ This the greatest and first commandment. A second is like it: ‘You shall love your neighbor as yourself.’ On these two commandments hang all the law and the prophets.” (Matthew 23:35-40)

“(Jesus said,) ‘I am the gate. Whoever enters by me will be saved, and will come in and go out and find pasture. The thief comes only to steal and kill and destroy. I came that they may have life, and have it abundantly.’” (John 10:9-10)

1. **Best experience of loving God:** Reflect on your entire experience of Zion Lutheran Church. Recall a time when you felt most aware and spiritually touched by God’s presence and love at Zion.
2. **Best experience of Loving your neighbor:** Reflect on your entire experience of Zion Lutheran Church. Recall some times when you or people from Zion reached out and cared for people in the wider community that left you feeling proud of being a member of Zion.
3. **Best experience of loving yourselves:** What do you love to do? How has being at Zion Lutheran Church helped you to do something you really love to do?
4. **Values:** What things do you value deeply?...
  - **About your church:** What is it about Zion Lutheran Church that you value? What is the single most important thing that your church has contributed to your life?

- **About your denomination:** What is the single most important thing that being Lutheran has contributed to your life? What do you value about belonging to the Evangelical Lutheran Church in America?

5. **Core Value:** What do you think is the core value of Zion Lutheran Church?

6. **Three Wishes:** If God gave you three wishes for your church, what would they be?

1)

2)

3)

**Notes** from Table Group Conversation:

**Thank you** for your participation in this “Imagine Our Church” process for the future of Zion Lutheran Church, as we seek to value the best of what is, in order to develop a common vision of what will be.

**The Transition Task Force:**

Lynn Rochon, Chair  
Ruth Ann Amundson  
Logan Amys  
Jeanette Betterman  
Heidi Blunt  
Tim Ingersoll

Leslee Kvam  
Ken Mertz  
Linda Moe  
Ken Thimm  
Vicki Garro, advisory  
Pastor Dennis Paulson, coordinator

A summary of the table conversations at the Imagine Our Church Gatherings follows.

# IMAGINE OUR CHURCH...

## Summary of Congregational Interviews

Thursday, September 25<sup>th</sup> and  
Sunday, September 28, 2014

Present: 9/25/14--13 congregational members, 6 TTF members  
9/29/14—7 congregational members, 5 TTF members

1. **Best Experience of Loving God:** Christmas programs/services, open inviting members, singing, VBS, working together, altar guild, fellowship, care to shut-ins, Pastors willing to serve non-members and non-Christians for weddings/funerals, caring for the ill, hospital calls/visits, open door to outsiders in need, sense of community/comradery, ability to be involved, history here—marriages, funerals.
2. **Best Experience of Loving Your Neighbor:** food drives, bringing music to other churches/venues, community dinners, ministries, needs next door and the other side of the world, Operation Christmas Child, Neighborhood Night Out, Tuesday Mission Group, help with funerals of unchurched families, ready to feed/help those in need, giving Bibles to youth, quilters.
3. **Best Experience of Loving Yourself:** computers/photography, sing, volunteer, music, fellowship with others, teaching LOGOS, teaching Sunday School, doing dishes, quilting, being able to implement what has been learned, use office experiences, band/outreach concerts, making dough (pasties).
4. **What Do People Value:**
  - **About Zion Lutheran?** Individuals make a difference, belonging to a family—love commitment, sense of direction, life-long impact on members, support in illness and hardship, youth programs, outreach to elderly/shut ins, learning from the Bible, focus on helping others.
  - **About Being Lutheran?** Freedom of choice, recognizing Old Testament, tradition, open communion, focus on grace, sense of family, open discussion of issues, being accepting of all, potlucks.
5. **Core Values of Zion Lutheran Church:** community, belonging, mission, recognizing we are God's children, finding ways to help others, taking care of our needs and protecting our family of members then reaching out, worshipping God, serving, caring support, loving one another, the love of God.
6. **Wishes For Zion:** That we'd be more united, more participation in things the church does, spend even more time serving in our community, pay off mortgage, open communication, process in place to heal, trusting environment, energetic family-orientated Pastor, more active worship community, awareness of Zion by the larger community, an active youth program, inspirational study to follow God's word, more harmony and treat each other with respect no matter what each person thinks, start ministry here and watch it develop and grow, regain trust, being a congregation accepting of its weaknesses and finding those who can provide strength, more people, providing for high school, college, young adult and young family ministries, more young people, leadership, fellowship, parents attending with children, increased giving, every member of Zion active in one area of the church, unity-everyone taking a part, growth, encouraging new families, youth ministries, call a Pastor who can enliven the church.

## Mission and Vision Team: Final Report

**Members** - Tim Ingersoll, Heidi Blunt, Logan Amys

**Task** : To help the congregation recognize its existing vision for mission and to challenge it to embrace the most compelling shared “vision for mission” for the next 3-5 years here at Zion Lutheran Church by identifying:

- Who we are now, what is our mission and where do we engage in our practice of this mission.
- A shared statement of Zion Lutheran’s mission and vision
- How will we be faithful to the Great Commission as a 21st century church responding to our changing world?
- How our pastor and staff support the mission of Zion Lutheran

We have gathered this information by:

- Identifying Biblical Imperatives for Mission.
- Engaging congregational members in dialogue related to the mission of Zion Lutheran and our shared vision of it.
- Researching our past mission and vision statements and those of the ELCA.

### Mission/Vision Team Summary Report

We want to begin by thanking all who have contributed to this process by attending one of the “What in God’s Name is going on....” events or in other ways supporting through the contribution of their thoughts, ideas and prayers to this process.

The information shared below is the result of this inquiry into our past experiences and future dreams for our congregation. God has been and continues to work in and through our congregation.

During our time of information gathering, we asked many questions, including: How God has touched us here in this place; What we value about our experiences at Zion; In what ways do we see Zion Lutheran as an outreach of God’s ministry in our community, and how has that affected us as individuals; What do we see as the core values of Zion; What do we value about our Lutheran heritage?

The Vision Statement of the ELCA is as follows:

- **Claimed by God’s grace** for the sake of the world, we are a new creation through God’s living word by the power of the Holy Spirit;
- **Gathered by God’s grace** for the sake of the world, we will live among God’s faithful people, hear God’s word and share Christ’s supper;
- **Sent by God’s grace** for the sake of the world, we will proclaim the good news of God in Christ through word and deed, serve all people following the example of our Lord Jesus, and strive for justice and peace in all the world.

The current vision and mission statements of Zion Lutheran church read as follows.

- **Our Vision:**  
To be a faith-filled community being changed and inspired by the power of God’s Holy Spirit, and who make a difference in the world, by growing more passionate as followers of Jesus Christ.
- **Our Mission:**  
To be God’s people **gathering** together, **growing** in faith, and **going** into the world in Jesus’ name.

As you read through these statements you can see how they support each other and focus on an openness to God's spirit changing and directing our lives, the value of gathering as a people of God to grow in faith and the commitment to bring our faith alive through action in our community and the world.

When read in light of the congregational responses to our inquiries about our past and our hoped for future, we believe that these statements continue to capture the essence of who we are or hope to be when we are at our best.

As we search out pastoral leadership to support our growth, vision and mission, we feel that it is important that candidates:

- Have a strong commitment to a grace filled church, open to all.
- Brings the passion and skills that help create opportunities for spiritual growth through study and the preaching of the gospel as it relates to our contemporary daily struggles.
- Believes in the power of music as a means of sharing God's love and grace in outreach and worship.
- Supports membership as we act as God's hands and feet in our community through mission to those in need physically, financially, emotionally and spiritually.
- Exemplifies grace in relationship, with those in our church community and those outside, while challenging us to do the same.
- Believe in the importance of creating community and encouraging us to live as a supportive family in Christ.

What has become obvious to all on the Transition Task Force is that God has been at work here at Zion Lutheran and that there is a core passion of reaching out to those around us. We have been blessed by hearing again the stories of how this church has changed lives and continues to impact members and non-members alike through our faith and action. We look forward to the work that God has waiting for us as a congregation.

## Self-Study Team—Final Report

**Members:** Ruthanne Amundson, Ken Thimm, Jeanette Betterman

**Task:** To examine the ‘vital signs’ of spiritual life in the congregation. Determine “organs” of the body that are supporting spiritual well-being and good health for the whole, and identify where “health care” might be improved. Make recommendations to the full Transition Task Force; and make recommendations as appropriate. Typical “organs” to be examined are:

- Review/evaluate existing constitution/by-laws
- Facilities, facilities use, and related policies, maintenance
- Organizational and leadership structures
- Committees, ministry team relationships (clarity as to responsibility, authority, accountability)
- Relationship of staff/leaders to ministry team responsibilities
- Review recent congregational goals, consultation reports, surveys, etc.
- Review the congregation’s communication processes
- Review office and church technology needs
- Create opportunities to periodically share findings with the congregation

### Self-Study Team Summary Report

The information below comes from the process of our team meetings, reading our constitution, checking our technology needs, and visiting with members of the council and other volunteers of Zion’s congregation.

We have found the following to be in compliance with the needs of Zion and following the ELCA guidelines:

- The constitution/by-laws
- Facilities, facilities use, and related policies, maintenance
- Organizational and leadership structures
- Council make-up, leadership responsibilities, authority, accountabilities
- Relationship of staff/leaders to ministry team responsibilities
- Review processes, accountabilities related to congregation’s financial policies and procedures
- Review office and church technology needs

In our discussions during our team meetings, we did decide there is a need to go over our congregation communication process; even though we communicate with Facebook, web, and newsletters, we are in need of that personal communication during worship time. We realize some members do not have computers with Internet, so that type of communication does not relate to them.

It is also our recommendation that we spend more time updating the information in our membership listing in Shepherd’s Staff.

We as a team discussed the need to improve and/or revise the committees that are necessary to keep Zion moving. Instead of going back to the old “committee” with formal meetings, we discussed the change to be listed as “Ministry Teams”. This would be where a team such as Worship and Music would work with Pastor to create a worship time as a ministry. (I personally would like to see a “Lay Ministry Team” formed to assist pastor with home/hospital visits, home/hospital communion, and helping families during illnesses and death. This would be a team of people who would be available on Pastor’s call to let our family at Zion know that they are not alone). All committees would become Ministry Teams.

We do see a need to work with the council and pastor of Zion to create more opportunities to periodically share findings with the congregation. We feel with this process everyone will be included and bond with one another to create a church filled with the Holy Spirit.

Jeanette Betterman  
Self-study Team

## Staffing/Leadership/Volunteer Team – Final Report

**Members:** Leslee Kvam, Ken Mertz, Linda Moe

**Task:** to inquire, study, and review existing needs of current staff members and leaders (including key volunteers) and in respect to Mission/Vision goals and Self-Study findings, design a future staffing/leadership configuration in support of the future vision for mission. Work to be done may include:

- Meeting with existing ministry teams, committees, work groups to ascertain present/future needs for staff interaction, leadership development, and evaluation of working relationships with staff.
- Report key insights relative to staff/leadership functioning and working relationships (through questionnaires, interviews, etc.)
- Identify responsibilities, authority levels, accountability lines for staff
- Prioritize staffing/leadership/volunteer needs
- Clarify role of supervisory staff and personnel committee relative to staff evaluation processes
- Create opportunities to periodically share findings with the congregation.

### Staffing /Leadership/Volunteer Team Summary Report

**The Staffing/Volunteer Team** interviewed most of the Zion Lutheran paid staff, volunteers and council members through a questionnaire process. We found:

On average, the following areas of Zion Lutheran are rated positive:

- Work environment
- Support received to support the ministry
- Current staff structure

On average, the following areas are clear to those completing the survey:

- The goals and objectives for promoting God's work at Zion Lutheran
- Responsibilities
- Areas of authority
- Areas of accountability
- Reporting relationships

Paid staff consider the total compensation (salary and benefits) adequately commensurate with their responsibilities, ministry areas, and accountability.

On average, the following areas were rated effective:

- Current staff's success in promoting God's work at Zion
- Functioning with:
  - Administrative staff
  - Program staff
  - Program committees
  - Council
  - Congregation

The following areas were rated somewhat effective:

- Communication of the Zion Lutheran staff with:
  - Administrative staff
  - Program staff
  - Program committees
  - Congregation

When asked, “How do you see the vision of the congregation in supporting your team ministry,” the staff and volunteers stated:

- A new enthusiasm for working together to accomplish a goal
- Hope as a church, we are striving to attract more families and grow as a mission-oriented church
- More participation—more volunteers
- There are many “diehard” volunteers that do miracles, but **more** volunteers are needed

When asked “how do you see yourself (ministry/job) in supporting the vision of the congregation?” staff and volunteers stated:

- It is a joy to serve at Zion
- Working with Sunday School will have a huge impact on families in our church
- Forward we go!
- Be involved in with all aspects of our church
- When we all work together and reach out to others, then growth will happen
- I am thankful for the love and grace God gives me. I want that to spread throughout Zion
- When we all work together to honor the God we serve—we will be BLESSED.



## ZION LUTHERAN CHURCH STAFF: 2014

### FULL-TIME STAFF:

- Interim Pastor – Dennis Paulson (1 year)

### PART-TIME STAFF:

- Church Office Manager – Pearl Swanstrom (3 years)
- Custodian – Jerry Johnson— (3 ½ years)
- Organists – Bev Scully (15+ years)  
Libby Ledin (2 years)
- Music Director – Sam Gray (4 months) (Tim Ingersoll, former music director)

### LEADERSHIP/VOLUNTEERS

**Zion Church Council 2014:** The Congregation Council of Zion Lutheran Church consists of 11 voting members, elected by the congregation, along with the pastor (ex officio). The Council has general oversight of the life and activities of the congregation. Officers and members of the Council in 2014 include:

<b>Officers:</b>	President –	Vicki Garro
	Vice-President –	Mark Betterman
	Secretary –	Linda Brow
	Treasurer –	Becky Hubbard
<b>Members:</b>	Heidi Hillstrom	Lucille Sullivan
	Judy Jonasen	Eve Bagan
	Kelly Thimm	Laura Kilner
	Pastor Dennis Paulson (ex officio)	

**Committees/Ministry Teams:** Responsibilities of council members are assigned through designation to ministry teams. These include:

- Worship and Music
- Discipleship
- Personnel
- Service
- Operation and Finance
- Spiritual Gifts and Ministry/Stewardship
- Nominating Committee

(Note: Several of these committees/teams are not currently meeting on a regular basis; others meet as needed.)

### KEY VOLUNTEERS:

- Church Accountant - Greg Kvam
- Financial Secretary – Aine Merrill
- Recording Secretary – Linda Brow
- Lay Ministry Coordinator – Vicki Holm

**CHURCH PROGRAMS/VOLUNTEER LEADERS:** A variety of programs and ministries established at Zion Lutheran Church are supervised and/or supported by the pastor, church staff, members, and volunteer leaders. Among these are the following:

- Spiritual Growth and Missions (Tuesday Mission Group) – Sunnie Lamppa
  - Care Basket Ministry
- Sunday School— Coordinator, 2014-15: Laura Kilner (formerly Aine Merrill)
- Vacation Bible School— Coordinators 2014: Aine Merrill, Laura Kilner
- LOGOS Youth Ministry/Confirmation — Greg Kvam/Pastor Dennis Paulson
  - Program Staff, 2014-15: Lynn Rochon, Mark Betterman, Roger Saari, Aine Merrill, Becky Hubbard, Leslee Kvam, parent volunteers
- Adult Bible Study— Leader: Pastor Dennis Paulson
- Women of the ELCA (WELCA)— Linda Brow
  - Kitchen Serving Coordinator (WELCA) – Sharon Miller
- Music Ministries—Music Director: Sam Gray
  - Zion Choir— Director: Sam Gray; accompanist: Libby Ledin
  - New Day Band— Leader: Sam Gray
- Altar Guild— Coordinator – Jeanette Betterman
- Prayer Chain— Coordinators – Patsy Weaver, Delories Anderson, Lois Smith
- Quilting Groups:
  - Sew & Sews (Thursdays) – Jan Arena
  - Zion Piecemakers (Sundays) – Vicki Garro
- Pasty Bake – Coordinators: Lynn Rochon, Lucille Sullivan
- Puppet Ministry – Vicki Garro
- ELCA World Hunger Appeal
  - Buck-a-Chick Campaign— Coordinator: Vicki Garro
- Home Communion ministers – Jeanette Betterman, Ruth Amundson
- Power Point production – Vicki Garro
- Community Dinner— serving coordinator– Lynn Rochon
- Ruby’s Pantry representative – Roger Saari
- Relay for Life – Coordinator: Marian Maki
- Operation Christmas Child (Samaritan’s Purse)— 2014 Coordinator: Pam Mertz
- Mission Buck-it—monthly mission/benevolence offering
- Food shelf donations