

Trinity Lutheran Church

Strategic Plan Report

as of December 2017



trinity | camp hill
LUTHERAN CHURCH

**Update to the Strategic Plan
Education Committee**

Goal #1: Strengthening relationships – small group ministry

Strategy: Create and sustain small group ministries

Measurement/Outcome: Number of active small groups –Target a net of 3 new active small groups.

Action Steps	Comments/Status **
Outline current active small groups	We have been approached by 3 individuals willing and eager to develop new small groups. It is still our intention to introduce a program of “Life Groups” in winter of 2018
Identify potential synergies that could create the basis for small groups (e.g. children choir’s parents, preschool parents, Sunday school)	We are working to ascertain the best way to form new small groups out of already existing but loosely connected groups of people. Parents with children at similar life stages seems to be an easy and straightforward place to begin this work.
Formulate plan for identifying, motivating, and training leaders of small groups	Have talked with Pastor Crist about the idea of a “small group fair” where leaders would pitch the idea for their groups and we would encourage all members and regular attendees to select a group that is a good fit.
Identify resources (e.g., materials, locations, times)	Ongoing research on this idea. Have not yet decided if it is necessary to have everyone begin with the same study, or allow groups to choose their own topics for their materials
Outline definition of “active small group”	After many hours of research, we have come to recognize that “small groups” take on many, many forms. A possible definition for Trinity small groups would be a group of 8 – 20 people who gather regularly for learning and service.
Remain open to other types of groups that will emerge that will not fit the definition listed above. (new)	We remain open
Form a small team (4-5) of people to assist me as I develop adult faith formation opportunities, whether it is SCS, Sup ‘n Study, small groups, interest groups, etc. (new)	This has not yet happened, but is still critical to the success and growth of adult formation at Trinity.

**Update to the Strategic Plan
Fellowship Committee**

Goal #2: Strengthening relationships -fellowship

Strategy: Increase opportunities for fellowship, socialization, and programs

Measurement/Outcome: Number of fellowship opportunities per year; Attendance at events

Action Steps	Comments/Status **
Test the congregation's interest in a unified activity/service (one time per year) to support our desire for socialization (e.g., picnic)	Fellowship Team has unified events throughout the year which are all well received - The Chili Cook Off in January, the Pentecost Pot Luck in June, the Summer Sundaes Concert in August, and Octoberfest in October.
Develop alternatives for fellowship/socialization	Trinity's walking group - Trinity on the Run continues to be a great (and ever expanding) alternative fellowship experience. In 2017 we added three evening walks/celebrations to mark the beginning of a new season. Having the walk in the evening opened it up to a larger "audience", for whom an early Saturday morning walk could be difficult.
Take specific steps to develop a unified worship service.	Worship Team and the pastoral staff made changes to service times and flow to enable a more unified service experience throughout all of Trinity's worship offerings. (Worship Team would have more details)

**Update to the Strategic Plan
Special Ministry Team/Pastor Brock**

Goal #3: Strengthening relationships –inactive members

Strategy: Define a clear process to reach inactive or disengaging members

Measurement/Outcome: Defined and accepted plan of action.

Action Steps	Comments/Status **
Define an “active” member (different from “voting” member)	Completed
Identify primary reasons for members to start disengaging from worship and activities at Trinity	Preliminarily developed; further attention in 2018.
Develop a plan to address those reasons that can be accommodated	New membership software installed in 2017 provides much easier ways to undertake this, along with established letters of contact, etc.
Establish a process with timeline in which contact is made with members (Note: initially forward-looking)	Next round of contacts of “inactive” members planned for February 2018; continued reviews for further contacts.
Develop a plan to address those reasons that can be accommodated	Continued consideration in 2018
Establish a process with timeline in which contact is made with members (Note: initially forward-looking)	(See above)
Further develop a participatory culture to enhance Trinity’s ministries and outreach.	In 2018 create a working group to stimulate and communicate opportunities toward this goal. (See also Goal #2)

**Update to the Strategic Plan
A&P Committee/Pastor Horner**

Goal #4.1: Making Connections - Communication

Strategy: Identify resources to affect communication plan

Measurement/Outcome: Hired communications director

Action Steps	Comments/Status **
Identify the necessary skills and responsibilities for a communications director	Completed
Establish funding for position (assuming new position)	Completed
Succession plan in response to Pastor Easton's resignation	Pastor Crist began as Interim Associate Pastor in Spring 2017; Call Committee named and active; new Pastor expected be named by late Spring 2018

**Update to the Strategic Plan
Publicity & Communications Committee**

Goal #4.2: Making Connections –Communication

Strategy: Create a defined communication plan that meets the expectations for internal and external stakeholders

Measurement/Outcome: Defined communication plan

Action Steps	Comments/Status **
Identify internal needs, expectations, and desires for communication with and among staff and congregation	Ongoing. Communications director is responsible for addressing the many needs, expectations, and desires; communication is achieved using Trinity Today, Trinity Parish, Trinity Minute, e-message board, flyers, posters, and postcards. It is also achieved through our Website as well as Social Media Accounts. Work must be done to Prioritizing and coordinating based on time available continues.
Identify external needs, expectations, and desires for communication with and among stakeholders	Ongoing. We continue to use professional marking cards/ mailing, banners and yard signs. We are also using our new website and social media accounts to communicate externally.
Define use of technology in communication methods (e.g., webcasting, social media)	Ongoing. We have become much more active with Social Media. Posts are being made to both our Facebook Page and Twitter Account. We have changed the name of our Facebook Group Page for members to communicate with each other. We are currently recording/posting weekly sermons, children’s messages. We have begun recording classes and programs and doing more promotional videos. Plan is in place to begin a new “media ministry” in 2018, potentially with live streaming. Trinity’s weekly e-blast is appears to be far-reaching and effective. Our new website (October) and has been a great benefit to the P&C team.
Outline a formal communication	Ongoing. Kairos Consultants completed a communications audit in 2016. The report was accepted with various changes and corrections. This report will be used to develop a formal communications plan that ties in all elements together, both internal and external, including technology.

**Update to the Strategic Plan
Evangelism Committee/Education Committee**

Goal #5: Making connections – outreach to Carlisle Pike corridor, etc.

Strategy: Expand our ministry to Hampden/Silver Spring townships and consider other areas

Measurement/Outcome: Attendance trends by service and in total; Increased levels of giving units and giving per unit

Action Steps	Comments/Status **
Develop a plan for outreach to the Carlisle Pike corridor including, but not limited to small group ministry, targeted mailings, etc.	Mailings have gone out targeting this area and others (Easter and Christmas). Considering different areas of focus. We are open to new initiatives to increase our presence. We encourage congregational input.
Develop a hospitality team to improve 'inside' evangelism to new members and guests both Sundays and during the week.	Preliminary planning occurred in late 2017; further development in 2018.

**Update to the Strategic Plan
Worship Committee**

Goal #6: Making Connections –Evaluate worship opportunities

Strategy: Evaluation of existing/new services to target additional members (i.e., increase overall attendance)

Measurement/Outcome: Increased attendance trends by service and in total: 2016 – e.g. net increase of 10 new worshippers. Increased levels of giving units and giving per unit.

Action Steps	Comments/Status **
Inquire of congregation regarding preferences for worship times and styles	Staff continues to review and evaluate service times regularly.
Define and test times for additional service(s) (e.g., 9:30am or later, Sunday evening service) to accommodate growth or overcome parking challenges	Ongoing
Develop focused intent of service to attract a minimum of 100 worshippers (e.g., alternate worship, blended)	Completed
Identify and develop a plan for meeting the worship needs for young members and families with young children.	Completed
Take specific steps to develop a unified worship service.	Integrated Maundy Thursday service. Ongoing consideration of annual integrated Sunday service.

**Update to the Strategic Plan
A&P Committee**

Goal #7: Building Foundations – Organizational Structure

Timeline: 2015 - 2017

Strategy: Develop, train or hire staff to accommodate the organizational structure to accomplish strategic initiatives

Measurement/Outcome: Meet metrics of a “strategic church”

Action Steps	Comments/Status **
Perform GAP analysis on current to expected staff capabilities	Completed.
Identify staff resource needs, including training, education, new positions	Completed.
Establish business case for open positions including funding options	Partial reorganization completed with the creation of a Property Administrator position. Designated contributions for administrative support depleted in 2017 and all positions will be fully funded through the operational budget in 2018. Organizational and staffing reviews continue with anticipated retirements.

**Update to the Strategic Plan
Finance Committee**

Goal #8.1 & #8.4: Building Foundations – Financial Resources

Strategy: Develop a financial resource plan

Measurement/Outcome: Defined targets for financial resource plan; completed financing strategy

Action Steps	Comments/Status **
Define "financial stability"	The Finance Committee completed a definition of Financial Stability during 2017. Metrics include Operating Reserves at 25% of the Operating Budget and property Maintenance Reserves at 10% of Operating Budget. In addition, healthy finances depend on growth in congregational giving and any debt obligations must recognize the congregation's ability to repay. The document will be used in monitoring the Congregation's financial status.
Pursue financing strategy to support capital needs defined in Property strategy	The Finance Committee is monitoring the planning of potential capital projects and the potential financial impacts. The preparation includes discussion with potential financing partners.

**Update to the Strategic Plan
Stewardship Team**

Goal #8.2: Building Foundations – Financial Resources

Strategy: Develop a financial resource plan

Measurement/Outcome: Attendance trends by service and in total; Increased levels of giving units and giving per unit.

Action Steps	Comments/Status **
Define and effect a plan for growing membership giving, both number of members and average amount per member	In 2017 we worked with several other committees to encourage members to share the Time, Talents, and Treasures that God has entrusted to them. We meet with new members classes to inform them of the many ways to be involved.
Actively recruit individuals and giving (family) units to shift to E-GIVING.	We introduced a Giving Kiosk in the Gathering Space in the spring of 2017. We also now accept donations by text. We also started including a mail back envelope in the bi-monthly mailings making it easier for members to mail in their gifts when they are unable to do it in person.
Work so that all council and committee chairs submit an estimate of giving. May	While we still encourage all leaders to submit an EOG, we realize that some may not. We still politely remind/ask.

**Update to the Strategic Plan
Endowment Subcommittee**

Goal #8.3: Building Foundations – Financial Resources

Strategy: Develop a financial resource plan

Measurement/Outcome: Growth in endowments

Action Steps	Comments/Status **
Define a plan for growing endowments to support our mission in perpetuity	Discussions with ELCA foundation personnel continued during 2017. Forums on advanced and legacy giving are planned for 2018, giving through IRA required minimum distribution. Endowment development is also included in Trinity's overall strategy for financial stability.

**Update to the Strategic Plan
Special Task Force/Pastor Horner**

Goal #8.5: Building Foundations – Financial Resources

Timeline: 2015 – tied to property strategy

Strategy: Develop a financial resource plan

Measurement/Outcome: Completed capital campaign

Action Steps	Comments/Status **
Pursue capital campaign to support capital needs defined in Property strategy	Capital campaign planning received more attention in 2017 with better idea of the overall project scope. Financial resource plan in motion. KAIROS team finalized; communications and appeal solicitation groups formed. Early 2018 will realize full development and activation of the appeal campaign. See also Goals 8.1 and 8.4

**Update to the Strategic Plan
Property Committee**

Goal #9: Building Foundations – Property

Strategy: Repurpose all property and facilities to maximize the use in executing our growth strategy

Measurement/Outcome: Defined, completed and approved master plan; completed capital budget; resolution on sale of property; financial resourcing plan

Action Steps	Comments/Status **
Engage architect to evaluate cost effective options to master plan site to accommodate strategic direction a. Expand gathering space and repurpose library and narthex b. Educational wing c. Nave d. House – 1959 Market	Under Development
Prioritize elements of master plan based on cost/benefit	
Identify and execute a plan to address parking constraints a. Redesign current location b. Explore plan for satellite parking	
Develop three-year capital budget plan	
Contact realtor re: York property to establish sales price and listing	
Work with Finance Committee to establish financial resources (e.g., financing, capital plan) – 2015-2017	
Review proposals and concepts from architects with Property, Council and Congregation to determine priorities	

**Update to the Strategic Plan
Council Officers**

Goal #10: Building Foundations – Relevancy of programming and ministries

Timeline: Annually

Strategy: Periodic evaluation of our programming and ministries

Measurement/Outcome: Examples: Number of volunteers and hours; Outreach programs; Number of youth participants; Attendance

Action Steps	Comments/Status
Define a plan in which our programs and ministries will be evaluated on a routine basis to ensure faithfulness to God’s vision	The council’s consultant, KAIROS, completed its preliminary work in early 2017 and worked with newly formed groups and staff throughout the year toward a capital campaign to address Trinity’s overall Missional Purpose, Ministry Plan/Strategy and Facility needs. Additionally, this year-end report on the status of goals in our strategic plan provides evaluative information. The Strategic Planning Committee began to prepare the next three-year phase of our strategic plan which will be completed in January 2018.