

# TRINITY LUTHERAN CHURCH

## STRATEGIC PLAN

2018 End of Year

**“Building Relationships; Making Connections; and Building Foundations”**  
as part of our mission to “Worship, Connect, Serve.”

Trinity Strategic Planning Committee





# Mission: BUILDING RELATIONSHIPS

**Goal:** Expanding Small Group Ministries and Fellowship

**Responsibilities:** Fellowship Team (Rick Sten, Chair); Education Team, Staff – Kelly Falck

Action Steps	Comments / Status **
Compile and describe current/active groups (in part as a map for both new and established members to participate.)	Active Small Groups facilitated by Fellowship: Trinity on the Run - meets every Saturday, year-round on Saturday mornings at 8:20 in the church parking lot. After a short devotion the group walks or runs at all different speeds and distances for 30 minutes and ends up at Cornerstone Coffeeshop for fellowship afterward.
Identify potential additional small groups for ministerial development and design a plan to encourage two such group activations/regenerations each year. Publicize our "Groups of the Year."	Though not strictly defined under typical small group parameters, the adult faith connections program has seen a great boom during the course of the last year. 2 dinner and a movie events for women, and 8 new classes for adults have been introduced on Sunday mornings. These groups have fostered personal relationships among the participants and have engaged at least 40 new people in weekly connection with one another.

<p>Identify and recruit volunteers and program materials to implement and monitor above.</p>	<p>We have started having four evening walks throughout the year. These are advertised in Trinity Today to encourage additional families or people to join us.</p> <p>In addition, twice a year there is a blurb in Trinity Today, just giving information about the group - and Trinity on the Run participants wear matching shirts, to bring additional awareness.</p>

## **Mission:** BUILDING RELATIONSHIPS

**Goal:** Clarifying and Strengthening our Relationship with our Trinity Preschool Playgroup

**Responsibilities:** Preschool Task Force (Jon Andrews, Chair), Staff – Pr. Jack Horner

<b>Action Steps</b>	<b>Comments / Status **</b>
Hold a brainstorming session with pertinent individuals to identify ways to achieve above.	The Trinity Preschool Playgroup Task Force was formed in July 2018. The Task Force is comprised of Jon Andrews – Chair, Kelly Falck, Paul Hensel, Amy Koch, Gerrie Reddinger and Heather Rose. The Task Force has met four times.
Prioritize action steps to accomplish above.	The Task Force identified the following goals: (i) Integrating more Preschool parents into the Church; (ii) Raising awareness of the Preschool amongst the Congregation; (iii) Better defining the relationship between the Church and Preschool; and (iv) Overcoming historical/structural barriers between the Church and Preschool.  In order to achieve those goals, the Task Force has focused its analysis and discussion on the following topics: (i) Curriculum; (ii) Programming (including a Mission Statement, Values, Philosophy and Branding); (iii)

	<p>Preschool/Church Relations; (iv) Employment Issues &amp; Policies; (v) Finances; and (vi) Facilities &amp; Security.</p> <p>The Task Force is preparing recommended action steps related to each topic in order to further the above-stated goals.</p>
<p>Develop a timeline for implementation and undertake planned actions.</p>	<p>A formal report containing recommendations will be provided by the Task Force to Council in Q1 of 2019. Some of the recommendations to be contained in that report already are being implemented by the Preschool and Church staff for this school year. Other items will be implemented beginning in the 2019-2020 school year.</p>
<p>Maintain a “review team” of knowledgeable persons to monitor.</p>	<p>In 2019 the Task Force will be recommending to Council the formation of a Preschool Board to oversee the Preschool and make sure that the strategic direction and operation of the Preschool align with the Church's mission and strategic plan goal.</p>

## **Mission:** MAKING CONNECTIONS

**Goal:** Approaching Inactive Members

**Responsibilities:** Strategic Planning Committee (Bob Frymoyer, Chair) Staff – Pr. John Brock

<b>Action Steps</b>	<b>Comments / Status **</b>
Identify what has been accomplished from earlier plan.	Reviewing attendance data and planning to contact inactive members was slowed down during 2018 due in part to the implementation of new membership software (Servant Keeper). Refocusing on specific action steps including periodic letters and personal contacts will be underway in early 2019.
Prioritize further steps and develop a timeline for action.	
Implement, monitor, and repeat every other year.	
Revise new member classes and activities, both pre and post joining Trinity.	Over the last 18 months we have made several attempts to restructure the new member process. This winter (2019) we are offering a "discover" class – very lightweight, informal informational class, followed by 4 weeks of our "begin" session with details about the ELCA, trinity, and more. Members

	<p>will be accepted after the begin class but are encouraged to also participate in a brand new course called "Starting Point" which is designed to start the week after members are received. Hopefully getting new members directly into a smaller group with weekly meetings will help them get connected and remain active.</p>



## Mission: MAKING CONNECTIONS

**Goal:** Enhancing Community Outreach and Ministries

**Responsibilities:** Community Outreach Ministries Team (formerly Social Ministries) and Missions Team (Mitzi Jones and Mary Ellen Hettinger, Chairs), Staff – Pr. Elizabeth Frey

Action Steps	Comments / Status **
Review what in previous plan has been done and what next steps should be for these and any new outreach efforts... to include the use of demographics program, Mission Insite (a synod-wide demographics program that has indicators for population changes) using both reporting and plotting of church member functions.	In October, we had a Mission Insite training with Pastor Jennifer Hope-Tringali. Through this program we plotted the geographic location of Trinity members. This program will be a part of the Carlisle Pike expansion (see next goal.)
Develop a "hospitality" team for "inside" evangelism, especially for new members and guests.	Organizing a hospitality task force is in the planning stages. This task force will commence sometime in Winter 2019.
Coordinate of Missions and Social Ministries calendars with ongoing communication between the two committees and education to the congregation.	This process began with Pastor Jennifer Hope-Tringali, but it is still in the working stages. Collaboration between these teams has grown with the Bi-Annual Fundraiser planned for May 2019.

## Mission: BUILDING RELATIONSHIPS

**Goal:** Forming Missions

**Responsibilities:** Missions Team (Mary Ellen Hettinger, Chair), Staff – Pr. Elizabeth Frey

Action Steps	Comments / Status **
Educate members (pastoral staff) through teaching and preaching on topics such as vocation and mission.	The pastoral staff has moved forward in earnest to include topics of mission, Christian vocation and living into their sermons, especially this fall and early winter 2018.
Develop process to identify member gifts and integrate people into action teams with particular attention paid to new members and how to effectively use small groups to mobilize people.	With the next new member class, both the Missions and Social Ministry (Community Outreach Ministries) teams will be included to highlight their ministries, and a Strengths Finder "retreat" is in the beginning stages for 2019.
Engage in exploration of church expansion along the Carlisle Pike corridor, in partnership with other ELCA congregations and in consultation with Synod staff.	Initial conversations are in the planning stages and a meeting is set for January 2019 between Trinity, the synod, and other ELCA congregations.

## **Mission:** BUILDING FOUNDATIONS

**Goal:** Executing Building Update and Renovation Program

**Responsibilities:** Capital Development Project Team (Charlie Suhr, Chair) in Consult with Finance and Property Committees, Staff – Pr. Jack Horner

<b>Action Steps</b>	<b>Comments / Status **</b>
Develop goal/related action steps from Appeal results through Project Team and Charlie Suhr, Dan Reed, and architect.	<p>A capital development coordinating task force was created by congregational council in October 2018, with Charlie Suhr named as Chair. The group was forming as of the end of the year. Its purpose is to develop and refine the first phase of Trinity's building enhancement based financial resources. The group is working with the Property Committee, the KAIROS appeal group and a capital development financial advisory task force formed by the Finance Committee.</p> <p>Initial work with a consultant began in December 2018. An updated plan is expected to be available and proposed by early 2019.</p>

## **Mission:** BUILDING FOUNDATIONS

**Goal:** Developing and Implementing a Capital Campaign Associated with Above

**Responsibilities:** Kairos Coordinating Team (Rick Sten, Chair), Staff – Pr. Jack Horner; Stephanie Maurer

<b>Action Steps</b>	<b>Comments / Status **</b>
KAIROS with KAIROS leadership team to initiate a capital appeal in Spring 2018 for the three-year period through April 2021.	Capital appeal commenced in the spring of 2018. Lead givers were identified and contacted, there were information sessions and small group discussions as well. Three social events with testimonials were undertaken ...
Develop capital appeal information/brochures and schedule social events announcing and stimulating the appeal. Roll out campaign through testimonials and all member contacts. Monitor commitment performance.	A twelve-page brochure with pledge card was developed and mailed. A letter to key donors was sent with followed up. As of January 2019, Trinity received pledges of more than 1.28 million dollars with actual monies received of over \$478,175. The capital appeal will continue in the 2019 new year.

**Mission:** BUILDING FOUNDATIONS

**Goal:** Expanding Ministries Related to New Facilities

**Responsibilities:** Strategic Planning Committee (Bob Frymoyer, Chair) Pr. Jack Horner

Action Steps	Comments / Status **
Pastoral and program staff, with input from leadership, to initiate a strategy for ministerial advancement, maximizing the potential use of our renovated and new facilities.	Pending: Initial development expected during 2020 based on final Phase 1 building renovations and construction.

## **Mission:** BUILDING FOUNDATIONS

**Goal:** Rebirthing and Activating Endowment Development

**Responsibilities:** Endowment Subcommittee (Brian Falck, Endowment Subcommittee Chair; Keith Huntzinger, Finance Committee Chair), Staff – Paul Hensel and Pastor Jack Horner

<b>Action Steps</b>	<b>Comments / Status **</b>
Further develop through Endowment Subcommittee, Finance Chair, and Pastor Edmiston to review recent actions and develop a timeline plan of action.	Seeking an investment expert in the congregation and developing a gift acceptance policy in early 2019.
Develop and publicize brochure on current and legacy giving opportunities.	Working with in-house communications team or task force to determine next steps or possible budget for basic vendor provided planned gift marketing by fall of 2019.
Hold forums between services on Sundays and evening sessions by financial advisors/experts on various IRS tax sheltering possibilities and planning approaches.	Establish contact with new ELCA Foundation Representative as named for consistent education work and contact at Trinity.
Form Investment Advisory Team	Provide investment counsel for Trinity assets to Finance Committee.