

TRINITY LUTHERAN CHURCH

STRATEGIC PLAN

2019 End of Year

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

Trinity Strategic Planning Committee



January 2020

Mission: BUILDING RELATIONSHIPS

Goal: Expanding Small Group Ministries and Fellowship

Responsibilities: Fellowship Team (Rick Sten, Chair); Faith Formation Team (Serena Fedor, Chair),
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.)	Within the Fellowship team, while there is a chairperson, there are different leaders within the team that organize the annual benchmark events on the calendar. Such as the Sundae Concert, Chili Cookoff, Oktoberfest, T&G, Trinity on The Run. Leaders then take on the role of recruiter to staff each of these events.
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."	While the Fellowship Team does not directly expand or identify small groups, it does widen the pool of potential participation in small groups. Fellowship events lead to a feel of belonging and being part of something special and create within individuals a willingness to be more involved. Ministerially focused (ad hoc) small groups will be further developed in 2020.

<p>Identify and recruit volunteers and program materials to implement and monitor above.</p>	<p>Fellowship has found that while, emails, social media and bulletin announcements have their merit, it is still a face to face invitation that is most impactful. Fellowship events create this opportunity to create a relationship that leads to the invitation to join in.</p>
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Mission: BUILDING RELATIONSHIPS

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

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

Action Steps	Comments / Status
<p>Hold a brainstorming session with pertinent individuals to identify ways to achieve above.</p>	<p>The Trinity Preschool Playgroup Task Force was formed in July 2018 and completed its meetings at the close of 2018. The implementation of the Task Force's recommendations will be accomplished by Council and the to-be-formed Preschool Board.</p>
<p>Prioritize action steps to accomplish above.</p>	<p>The Task Force issued a report to Council in Q1 of 2019. 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.</p> <p style="text-align: right;"><i>Continued next page.</i></p>

	<p>In order to achieve those goals, the Task Force focused its analysis and discussion on the following topics: (i) Curriculum; (ii) Programming (including a Mission Statement, Values, Philosophy and Branding); (iii) Preschool/Church Relations; (iv) Employment Issues & Policies; (v) Finances; and (vi) Facilities & Security.</p>
<p>Develop a timeline for implementation and undertake planned actions.</p>	<p>The Faith Formation liaison on Council – together with the to-be-formed Preschool Board - will work on implementing the recommended action steps to achieve these goals beginning in 2020. The Board should be established in time to begin implementing action steps for the 2020-21 school year. Some of the recommendations to be contained in that report already are being implemented by the Preschool and Church staff.</p>
<p>Maintain a “review team” of knowledgeable persons to monitor.</p>	<p>The to-be-formed Preschool Board and the Faith Formation liaison from Council will monitor and report implementation of the recommended action steps.</p>

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 pastors continue to educate through teaching and preaching but have been aided by lay members who share their passions for service in new member classes and a special serve event in fall 2019. For 2020, we will continue to do this work.
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.	Part of the new member class is inviting current members to share information about the various service opportunities at Trinity; this process has been successful. In 2020 we will add discussion of Trinity's Stewardship Program and Administrative/Financial processes.
Engage in exploration of church expansion along the Carlisle Pike corridor, in partnership with other ELCA congregations and in consultation with Synod staff.	Trinity pastors met with other ELCA congregations and Synod staff several times earlier this year. With changing synod staff, these conversations have stopped, but these conversations will be initiated.

Mission: MAKING CONNECTIONS

Goal: Approaching and Engaging Inactive Members

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

Action Steps	Comments / Status
Identify what has been accomplished from earlier plan.	Accomplished as previously reported and plan revisions, and disseminated through Trinity media.
Prioritize further steps and develop a timeline for action.	Scheduled for 2020.
Implement, monitor, and repeat every other year.	Begin second round in 2020 and ongoing into 2021.
Revise new member classes pre-joining and activities post-joining Trinity.	See Fellowship (Page 1) and Missions (Page 5) Sections.

Mission: MAKING CONNECTIONS

Goal: Enhancing Community Outreach and Ministries

Responsibilities: Community Outreach Ministries Team (Mitzi Jones, Chair) and Missions Team (Mary Ellen Hettinger, Chair), 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.	We must revisit the results from Mission Insite and begin exploring the various features of this program. This is on the agenda for 2020.
Develop a “hospitality” team for “inside” evangelism, especially for new members and guests.	With two greeter trainings in the last year, the hospitality team has grown and expanded to become more welcoming and inclusive at the doors and inside of Trinity. We have a dedicated group that volunteers to welcome new members. We will continue doing this in 2020.
Coordinate of Missions and Social Ministries calendars with ongoing communication between the two committees and education to the congregation.	This task has been done well, especially as these teams worked together to organize the bi-annual fundraiser in spring 2019 and they hosted the Serve Fair together in November 2019.

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

Action Steps	Comments / Status
Develop goal/related action steps from Appeal results through Project Team and Charlie Suhr, Dan Reed, and architect.	A final plan for Trinity's "Honor Our Past Plan Our Future" capital development initiative was approved by the Congregation in October 2019, and the process of implementation began. Contracts with our architect and design builder have been finalized and approved by Council. Construction is expected to begin in the Spring of 2020. Keep posted.

Mission: BUILDING FOUNDATIONS

Goal: Developing and Implementing a Capital Campaign Associated with Above

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

Action Steps	Comments / Status
Appeal leadership team to continue the capital appeal begun in 2018 for the three-year period through Spring 2021.	The momentum that started in the spring of 2018 met with new challenges in 2019. The Appeal plan went through physical and monetary changes so as not to create a financial burden. After several months of discussions with Campbell Associates, Council and the Finance Committee came up with a plan that was fiscally responsible while still checking off the boxes for safety, being up to code, a welcoming entrance, while maintaining the building's character. The Appeal plan, Honor Our Past, Plan Our Future was approved by a congregational vote on 10/29/19.
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.	Since the Appeal vote on 10/29/19, and so as not to compete with the fall Stewardship Campaign, work continues by the Appeal Awareness Team(formerly, the Kairos Team). The communications team is prepping materials for a media blitz in February. The

	<p>outreach team is putting together a list for one on one visits to continue to generate pledges from members. A letter will also be going out to new members who joined after the initial Appeal reveal in the spring of 2018. The events team is looking into details of a fundraising event at King Mansion in Harrisburg.</p>
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Mission: BUILDING FOUNDATIONS

Goal: Expanding Ministries Related to New Facilities

Responsibilities: Strategic Planning Committee (Bob Frymoyer, Chair), Staff - 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.	To be discussed and initiated upon completion of building project and begin in 2020.

Mission: BUILDING FOUNDATIONS

Goal: Rebirthing and Activating Endowment Development

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

Action Steps	Comments / Status
Further develop through Endowment Subcommittee and Finance Chair to review recent actions and develop a timeline plan of action.	Endowment sub-committee was split into two separate functions (planned giving and investment) by Finance chair, acceptance policy completed and presented for approval to council.
Develop and publicize brochure on current and legacy giving opportunities.	Planned giving as a new sub-committee of stewardship team will meet after first meeting in 2020 of stewardship.
Hold forums between services on Sundays and evening sessions by financial advisors/experts on various IRS tax sheltering possibilities and planning approaches.	Finance Committee is forming the new investment policy group to continue to report to the Finance Committee.
Form Investment Advisory Team	See above.