

Update to Strategic Plan
2016 End of Year Status Report

Update to the Strategic Plan

Education Committee

Date Completed: Nancy Easton

Completed by: 12/2/16

Goal #1: Strengthening relationships – small group ministry

Timeline: 2015-2017

Strategy: Create and sustain small group ministries

Measurement/Outcome: Number of active small groups –Target a net of 3 new active small groups for 2015.

Action Steps	Comments/Status **
Outline current active small groups	<p>3 small groups began in early 2016. Actually, I started with 12 potential small group leaders, but by the end of the initial development, leadership orientation, publicizing and invitation, only 3 groups that formed were large enough to be sustainable. A lot of effort for a small beginning! However, we continue to bear good fruit in all this—these small groups originally were intended to be short-term (3 months or so), but the fellowship and friendship created were such that all 3 groups continue to meet! 28 people currently participate. Each group began with the book “Community” by Andy Stanley, then selected their own resources for ongoing gatherings. For example, one group uses the Rob Bell video series (NOOMA). These groups meet regularly for in-depth conversation and social outings. Their members pray for one another through life’s challenges, and also have taken up service projects, or are considering ways to serve others.</p> <p>We also have other small groups that people continue to join and participate in---“Trinity on the Run” as well as the Tuesday’s Men’s Small Group, etc. It is good to see these different groups offer friendship and encouragement within their ranks.</p>
Identify potential synergies that could create the basis for small groups (e.g., children choir’s parents, preschool parents, Sunday school)	<p>We have a variety of areas from which small groups could develop, and we already witness relationships growing among people the congregation (for example, choir parents or Sunday School parents). However, beginning a small group out of these is difficult for a couple reasons: First, I have found few folks willing to serve as small group leaders/facilitators. Second, it is a challenge for</p>

	people to commit the time to meet regularly. Finding an appropriate location is a third issue. Funny—people have expressed interest in participating in a small group, and they admit such groups are needed at Trinity, but they are not yet ready to take the step to form one, lead one, or commit themselves to participate in one. I must consider additional ways to encourage participation.
Formulate plan for identifying, motivating, and training leaders of small groups	See response above
Identify resources (e.g., materials, locations, times)	We have plenty of resources in terms of curriculum available here at Trinity. As well, there are resources available for purchase through church publishing houses.
Outline definition of “active small group”	I’ve discovered this year that “active small groups” are not a monolith, but have great variety. The definition cannot be one-size-fits-all. Each small group seems to have its own particular personality, style, goals, and interests. But it is clear the end result of their regular gathering is Christian friendship, encouragement, learning, and service.
Remain open to other types of groups that will emerge that will not fit the definition listed above.	In planning stages with 2 Trinity members, each of whom is interested in developing and leading a small group. One of these groups should be up and running in April 2017.
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.	Met with in August. I will continue to gather them together with me on an occasional basis for reflection on adult faith formation.

**Consider including: progress to date/next steps; major adjustments from plan; any noteworthy concerns.

**Update to the Strategic Plan
Fellowship Committee**

Date Completed: 12/8/16
Completed by: Kathy Holmes

Goal #2: Strengthening relationships -fellowship

Timeline: 2015-2017

Strategy: Increase opportunities for fellowship, socialization, and programs

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

Action Steps	Comments/Status **
<p>Test the congregation’s interest in a unified activity/service (one time per year) to support our desire for socialization (e.g., picnic)</p>	<p>We hosted three unified socialization activities in 2016. The Getting to Know You Pot Luck Dinner in May, the Goodbye Summer Picnic and Concert in August and the Octoberfest in October. These were well received with all age groups and church services time/style attendees and therefore will be continued in 2017</p>
<p>Develop alternatives for fellowship/socialization</p>	<p>2016 showed several new fellowship activities. The pot luck dinner and Octoberfest were new for the 2016 calendar. Also we hosted a Thanks & Giving event in November, teaming up with Evangelism, that featured much more of a “party” type atmosphere where hits from the 70’s played while volunteers packaged Thanksgiving dinners and children decorated cards to deliver with the meals.</p> <p>Trinity’s walking and running group has consistently been growing and is filled with a multi-generational group that has grown beyond the “small group” size to a medium sized group. It was also decided that instead of ending our weekly gatherings in October as previously decided - we would continue year round - meeting at Trinity at 8:20am every Saturday and ending at Cornerstone for coffee and fellowship (as any good Lutherans would).</p> <p>I’m sure any new dinners we added would be well received - it’s simply a matter of getting volunteers to organize and run them. We’ve had new co-leaders step up this year (including new members), but no one interested in leading on their own.</p>

Take specific steps to develop a unified worship service.	Maundy Thursday service was a unified service that received many positive comments. Worship committee would have more details on this.
(new)	

**Consider including: progress to date/next steps; major adjustments from plan; any noteworthy concerns.

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

Date Completed: Emailed Pastor Brock 1/13/17

Completed by:

Goal #3: Strengthening relationships –inactive members

Timeline: 2015

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)	Status for the First 4 Action Steps: The plan to proceed is planned to be worked on in early 2017. A letter was sent to inactive members with a return form for explanations and ministerial needs from pastoral staff. Pastor Brock contacted those who stated they wished to remain members (est. XX) for follow-up. The plan also includes tracking new members for participation. This aspect will also be addressed early in 2017.
Identify primary reasons for members to start disengaging from worship and activities at Trinity	
Develop a plan to address those reasons that can be accommodated	
Establish a process with timeline in which contact is made with members (Note: initially forward-looking)	
Further develop a participatory culture for members and their spiritual growth to enhance Trinity’s ministries and outreach. (new)	In 2017 create a working group to stimulate and communicate opportunities toward this goal.

**Consider including: progress to date/next steps; major adjustments from plan; any noteworthy concerns.

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

Date Completed: Emailed Pastor Horner

Completed by:

Goal #4.1: Making Connections - Communication

Timeline: 2015

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 (new)	Pastor Easton has resigned; Bishop Dunlop is providing an Interim Associate Pastor and beginning the call process for a permanent Associate Pastor in February 2017.
(new)	

**Consider including: progress to date/next steps; major adjustments from plan; any noteworthy concerns.

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

Date Completed: 1/18/17

Completed by: Stephanie Maurer

Goal #4.2: Making Connections –Communication

Timeline: 2015-2017

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. Work must be done to prioritize, consolidate, and coordinate responses to needs based on the time available.
Identify external needs, expectations, and desires for communication with and among stakeholders	Ongoing. Significant progress made using professional marketing cards/mailings, banners, and yard signs.
Define use of technology in communication methods (e.g., webcasting, social media)	Ongoing. Facebook is primary social medium; we are working to consolidate/coordinate information for that medium and others. Trinity’s weekly e-blast is popular and appears to be far-reaching and effective.
Outline a formal communication plan	Ongoing. Kairos Consultants completed a communications audit in September; the resulting report was accepted with various changes/corrections in November. It will be used to develop a formal communications plan in 2017 that ties all elements together, both internal and external, including technology.

**Consider including: progress to date/next steps; major adjustments from plan; any noteworthy concerns.

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

Date Completed: 1/18/17

Completed by: Nancy Martin

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

Timeline: 2016

Strategy: Expand our ministry to Hampden/Silver Spring townships

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 with emphasis to the Carlisle Pike corridor including, but not limited to small group ministry, targeted mailings, etc.	Neither the Inside/Outreach initiative nor the parking assistants were active in December or on Christmas Eve. Additional mailings have gone out targeting this area and others (Easter and Christmas).
Redefine the role of Greeters and their stations during worship	The Greeter redefinition has been addressed but not finalized as of the end of 2016 due to some concerns about changes. It will be realized as early in 2017 as possible.
Develop a process to better define Trinity's evangelism ministries and their impact. (new)	Committee and staff expect to discuss this and create more focus by mid-2017.

**Consider including: progress to date/next steps; major adjustments from plan; any noteworthy concerns.

**Update to the Strategic Plan
Worship Committee**

Date Completed: Jane Killian

Completed by: 1/16/17

Goal #6: Making Connections –Evaluate worship opportunities

Timeline: 2016

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 – net increase of 10 new worshippers; 2017 – net increase of 25 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	Completed
Define and test times for additional service(s) (e.g., 9:30am or later, Sunday evening service) to accommodate growth or overcome parking challenges	On hold as staffing concerns and visioning with Kairos occur.
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.	Planning once again an integrated Maundy Thursday service based on response form 2016. An integrated Sunday worship (e.g. one per year) will be discussed further in 2017.

**Consider including: progress to date/next steps; major adjustments from plan; any noteworthy concerns.

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

Date Completed:

Completed by:

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	Will be working with KAIROS on assessing staffing needs and funding.
Identify staff resource needs, including training, education, new positions	Currently in conversation with another ELCA congregation on sharing staff cooperative ministries.
Establish business case for open positions including funding options	Part-time Administrative Assistant for Property and Finance continues for third year with funding provided from designated contributions through October 2017.

**Consider including: progress to date/next steps; major adjustments from plan; any noteworthy concerns.

**Update to the Strategic Plan
Finance Committee**

Date Completed:

Completed by:

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

Timeline: 2015 & pending property strategy

Strategy: Develop a financial resource plan

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

Action Steps	Comments/Status *
Define "financial stability"	This item is under discussion and will be addressed further: by the Committee at its February 2017 meeting to serve as guidance to our operational, endowment, and capital development financial planning in 2017 and beyond.
Pursue financing strategy to support capital needs defined in Property strategy	Our strategy will be addressed in 2017 pending KAIROS report and coordination with Stewardship Committee and Endowment Subcommittee.
(new)	
(new)	

**Consider including: progress to date/next steps; major adjustments from plan; any noteworthy concerns.

**Update to the Strategic Plan
Stewardship Team**

Date Completed: Emailed Dave 1/13/17

Completed by:

Goal #8.2: Building Foundations – Financial Resources

Timeline: 2015 - 2017

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 **
8.2 Define and effect a plan for growing membership giving, both number of members and average amount per member	Ongoing; we continue to have articles in TLC communications. We are reaching out to members who use the new worship witness books to volunteer. Summarizing and referring such lists of volunteers for action will be addressed in early 2017.
Actively recruit individuals and giving (family) units to shift to E-GIVING. (New)	We now accept donations by TEXT in a hope to attract especially younger members to donate in such a manner. We plan to have a KIOSK credit/debit card reader in the narthex area by the end of 2017. E-giving increased by XX% in 2016.
Work so that all council and committee chairs submit an estimate of giving. (New)	Most but not all leaders have submitted an EOG. Efforts to include all leadership continue.

**Consider including: progress to date/next steps; major adjustments from plan; any noteworthy concerns.

**Update to the Strategic Plan
Endowment Subcommittee**

Date Completed:

Completed by:

Goal #8.3: Building Foundations – Financial Resources

Timeline: 2015

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	Additional discussions with ELCA foundation personnel are planned for 2017. Potential for an Endowment Appeal portion to be included in an overall financing strategy dependent on results of KAIROS report. Additional endowment development activities are also under discussion and are planned for 2017.
(new)	
(new)	

**Consider including: progress to date/next steps; major adjustments from plan; any noteworthy concerns.

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

Date Completed:

Completed by:

Goal #8.5: Building Foundations – Financial Resources

Timeline: Winter 2017 – 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 getting more attention in Winter 2017 with better idea of the project scope from KAIROS, our campaign consultant. See also Goals 8.1 and 8.4
(new)	
(new)	

**Consider including: progress to date/next steps; major adjustments from plan; any noteworthy concerns.

**Update to the Strategic Plan
Property Committee**

January 3, 2017

Completed by: Charles M. Suhr

Goal #9: Building Foundations – Property

Timeline: 2015; 2015-2017

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	Beers Hoffman has been engaged as architect.
Prioritize elements of master plan based on cost/benefit	Winter/Spring 2017
Identify and execute a plan to address parking constraints a. Redesign current location b. Explore plan for satellite parking	a. RJ Fisher has designed parking reconfiguration which has received Borough approval. Design will be on agenda for the next congregational meeting for approval. b. Idea not pursued.
Develop three-year capital budget plan	Winter/Spring 2017
Contact realtor re: York property to establish sales price and listing	Property remains listed with Bennett Williams. No offers have been received to date.
Work with Finance Committee to establish financial resources (e.g., financing, capital plan) – 2015-2017	Will do as proposals & concepts are developed.
Review proposals and concepts from architects with Property, Council and Congregation to determine priorities (New)	Will do as proposals & concepts are developed.

**Consider including: progress to date/next steps; major adjustments from plan; any noteworthy concerns.

**Update to the Strategic Plan
Council Officers**

Date Completed: Barbara Kriebel
Completed by: 12/15/16

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 hired Kairos mid-year (2016) and they have completed the initial 'listening phase'. In early 2017 leadership will spend time developing a clear picture of its future relating to its overall Missional Purpose, Ministry Plan/Strategy and Facility needs.
Conclude third year of current strategic plan and present initial new plan. (new)	Planning for 2018-2020 will be reviewed in late 2017.
(new)	

**Consider including: progress to date/next steps; major adjustments from plan; any noteworthy concerns.