

Update to Strategic Plan 2017 Mid-Year Status Report

Update to the Strategic Plan

Education Committee

Date Completed:

Completed by: Kelly Falck / Kelly MacConnell

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.

Action Steps	Comments/Status **
Outline current active small groups	
Identify potential synergies that could create the basis for small groups (e.g., children choir’s parents, preschool parents, Sunday school)	
Formulate plan for identifying, motivating, and training leaders of small groups	
Identify resources (e.g., materials, locations, times)	
Outline definition of “active small group”	
Remain open to other types of groups that will emerge that will not fit the definition listed above.	

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

**Update to the Strategic Plan
Fellowship Committee**

Date Completed:
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 **
Test the congregation's interest in a unified activity/service (one time per year) to support our desire for socialization (e.g., picnic)	
Develop alternatives for fellowship/socialization	
Take specific steps to develop a unified worship service.	
(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:

Completed by: Pastor Brock / Working Group

Goal #3: Strengthening relationships –inactive members

Timeline: 2015-2017

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)	
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)	

**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:
Completed by: Pastor Horner

Goal #4.1: Making Connections - Communication

Timeline: 2015-2017

Strategy: Identify resources to affect communication plan

Measurement/Outcome: Hired communications director

Action Steps	Comments/Status **
Identify the necessary skill s and responsibilities for a communications director	
Establish funding for position (assuming new position)	
Succession plan in response to Pastor Easton’s resignation (new)	
(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:

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	
Identify external needs, expectations, and desires for communication with and among stakeholders	
Define use of technology in communication methods (e.g., webcasting, social media)	
Outline a formal communication plan	

**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:

Completed by: Kelly Falck / Kelly MacConnell

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

Timeline: 2016-2017

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.	
Redefine the role of Greeters and their stations during worship	
Develop a process to better define Trinity’s evangelism ministries and their impact. (new)	

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

**Update to the Strategic Plan
Worship Committee**

Date Completed:

Completed by: Jane Killian

Goal #6: Making Connections –Evaluate worship opportunities

Timeline: 2016-2017

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	
Define and test times for additional service(s) (e.g., 9:30am or later, Sunday evening service) to accommodate growth or overcome parking challenges	
Develop focused intent of service to attract a minimum of 100 worshippers (e.g., alternate worship, blended)	
Identify and develop a plan for meeting the worship needs for young members and families with young children.	
Take specific steps to develop a unified worship service.	

**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: Pastor Horner / Mike Finio

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	
Identify staff resource needs, including training, education, new positions	
Establish business case for open positions including funding options	

**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: Dave Miller

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

Timeline: 2015 / Property Strategy Pending

Strategy: Develop a financial resource plan

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

Action Steps	Comments/Status *
Define "financial stability"	
Pursue financing strategy to support capital needs defined in Property strategy	
(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:
Completed by: Dave Maser

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	
Actively recruit individuals and giving (family) units to shift to E-GIVING. (New)	
Work so that all council and committee chairs submit an estimate of giving. (New)	

**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: Ron Katzman / Dave Miller

Goal #8.3: Building Foundations – Financial Resources

Timeline: 2015 - 2017

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	
(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: Pastor Horner

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	
(new)	
(new)	

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

**Update to the Strategic Plan
Property Committee**

Date Completed:

Completed by: Charles M. Suhr

Goal #9: Building Foundations – Property

Timeline: 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	
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 (New)	

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

**Update to the Strategic Plan
Council Officers**

Date Completed:

Completed by: Rob Bertram / Bob Frymoyer

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	
Conclude third year of current strategic plan and present initial new plan. (new)	
(new)	

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