



**Holy Trinity Lutheran Church
and
Lutheran Campus Ministry**

Chapel Hill, NC

Strategic Plan

January 2015

Strategic Plan 2015

Contents

History.....	5
Beginning the Process.....	5
Demographics	6
Congregational Census.....	6
Community Census	7
Beyond the Numbers.....	7
Analysis.....	9
Strengths.....	9
Weaknesses	9
Opportunities.....	10
Challenges	10
Core Values.....	12
Mission Statement.....	12
Vision Statement.....	12
Development.....	13
Congregational Meeting.....	13
Previous Plans	13
Ministry Team Meeting.....	13
Goals and Objectives	14
Goal 1	14
Goal 2.....	15
Goal 3	16
Goal 4.....	18
Goal 5	19
Conclusion	21
Resources	22
ELCA Congregational Report.....	22
Percept Reports:	22

January
2015

On behalf of the Strategic Planning Team,

We are eager to share with you a vision for Holy Trinity Lutheran Church and Lutheran Campus Ministry. One year ago, Council formed our team to review and update the Strategic Plan. This important instrument elucidates our Mission and Vision as a congregation and guides our ministry to the greater working of God's plans.

HTLC/LCM formulated its first Strategic Plan in 2001, and it was last revised in 2009. While most of its objectives had been completed, the remainders were marked as “Ongoing” or even “Tabled”; thus the plan was no longer accomplishing its purpose. We recognized that a thorough, in-depth planning process would be necessary for HTLC/LCM to move forward confidently. As part of this process, we agreed that an outside consultant would be tremendously helpful. After carefully reviewing our options, Council agreed to hire Rev. Mike Ward as a consultant.

With Rev. Ward's help, we began by investigating our identity as a congregation. Who are we? Where are we? What makes us unique? Through a survey of the congregation, we identified our Core Values to be Worship, Lutheran Campus Ministry, Faith Formation and Outreach. While these are not the only important things, they are at the heart of our ministry and form the framework for our strategic plan.

Only after determining where we are can we address where we want to be. Last year, how many folks in the congregation could tell you our Mission and Vision Statements? We certainly could not, and that posed a problem. In light of our Core Values, we developed new Mission and Vision statements. With feedback from the congregation, we arrived at the simple (and hopefully memorable):

Our Mission: Loving God, Loving Neighbors

Our Vision: A Christian Community of Disciples Living and Serving through God's Grace

With the knowledge gained from our self-reflection and the purpose clarified in our statements, we could specify our goals. Rev. Ward led a congregational event to hear the dreams and concerns of the congregation, and together we constructed focused, concrete, and measurable objectives. Our intent is to leverage our Core Values to fulfill our Mission and Vision. For example, we have a diverse population of ages – can we draw on this strength through service opportunities and become a more cohesive community? We do not well represent the racial diversity of our surrounding community – can we bridge the gap with welcome events and alternate worship events? We have many academics in our congregation – can we improve our faith formation resources to better communicate and learn? We have a handful of members on several committees – can we reach out and engage new leaders and involve more of the congregation?

Our plan is founded on congregational input, so we trust that everyone will connect with the underlying values to accomplish the goals and further God's kingdom.

We look forward to continued discussion on who we are, what we want to be, and how we will get there.

Strategic Planning Team

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History

HTLC/LCM created its first Strategic Plan in 2001. At that time, the team conducted a full-scale investigation of the congregation and community using surveys, small group meetings, and demographic data from Percept. With the help of a Synod consultant, the team identified the need for larger facilities to keep up with a growing and changing community. This led to the construction of our new building, completed in 2007.

The Strategic Plan was not significantly updated again until 2009. At that time, a new team conducted a small-scale review. Based on a series of cottage meetings, the team formulated new objectives, particularly becoming a “Reconciling in Christ” congregation and acquiring a pipe organ.

The key objectives of this plan were rapidly completed. Yet over time many of the remaining objectives fell to the periphery. After four years, the document was barely referenced at Council meetings, and the Plan was no longer a useful instrument to Council. Therefore, Council formed a new Strategic Planning team in Fall 2013.

Beginning the Process

At our first meeting in September 2013, the Strategic Planning Team quickly determined the need for a complete and thorough re-visioning process. We also realized that an outside consultant would be invaluable in this process.

We initially looked at what had been done in the past; namely, the Percept group study of 2000-2001. We investigated the current state of Percept. Unfortunately, they now only provide demographic data. While statistical information may be helpful, it only offers limited insight.

We reached out to the Synod office for suggestions, and they recommended three consultant options. However, none of these options proved helpful or feasible.

Simultaneously, we contacted the Pastor Mike Ward. Mike has an impressive resume, including fundraising at Lutheridge, congregational capital campaigns and strategic visioning. At the recommendation of the Strategic Planning team, Council hired Pastor Mike Ward as a strategic visioning consultant.

With Pastor Mike’s aid, we began to assess our current situation.

Demographics

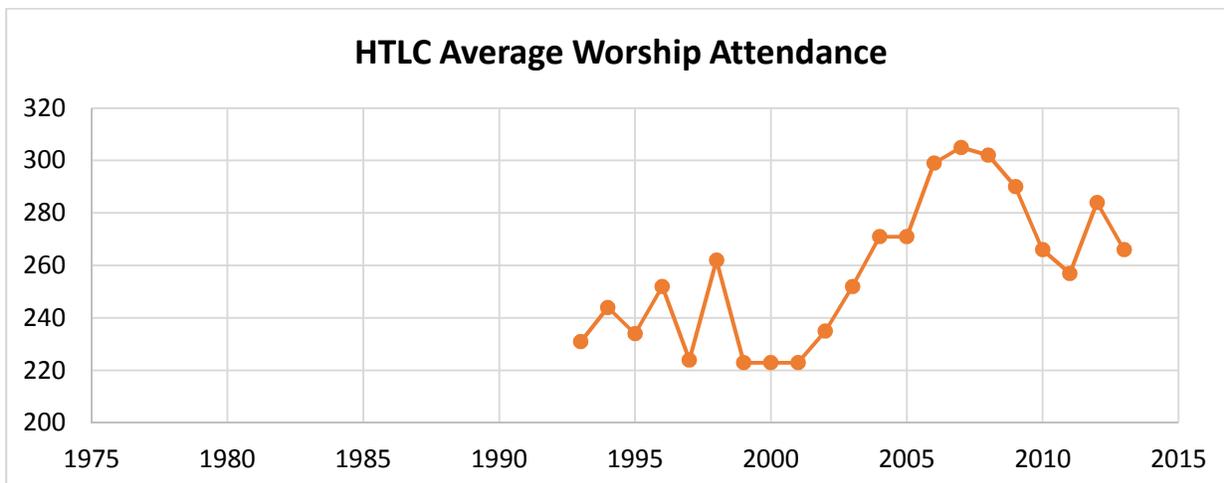
We exist as a church in a unique local community. It is important that we understand its particular needs and reflect its diversity. To this end, we investigated current demographic data. We obtained data from the ELCA, the US Census, and Percept studies.

Congregational Census

As the body of Christ, we want to continue to expand and grow our ministry in the world. Our membership can be an indicator of our health as a congregation. Since 2000, our baptized membership has grown from 678 to 816, an increase of 20%. During that same time our regular attendance also increased by 20%, from 223 to 266.



Examining our membership data, we see a peak membership between 2007-2009. This could be attributed to the completion of the new sanctuary. The decrease in membership in 2011 was due to a conscious effort to clean up our role books. This ensures that we are being assessed the correct amount of Synod benevolence. Currently, we are growing at a good pace; we added nearly 60 members in 2013.



Community Census

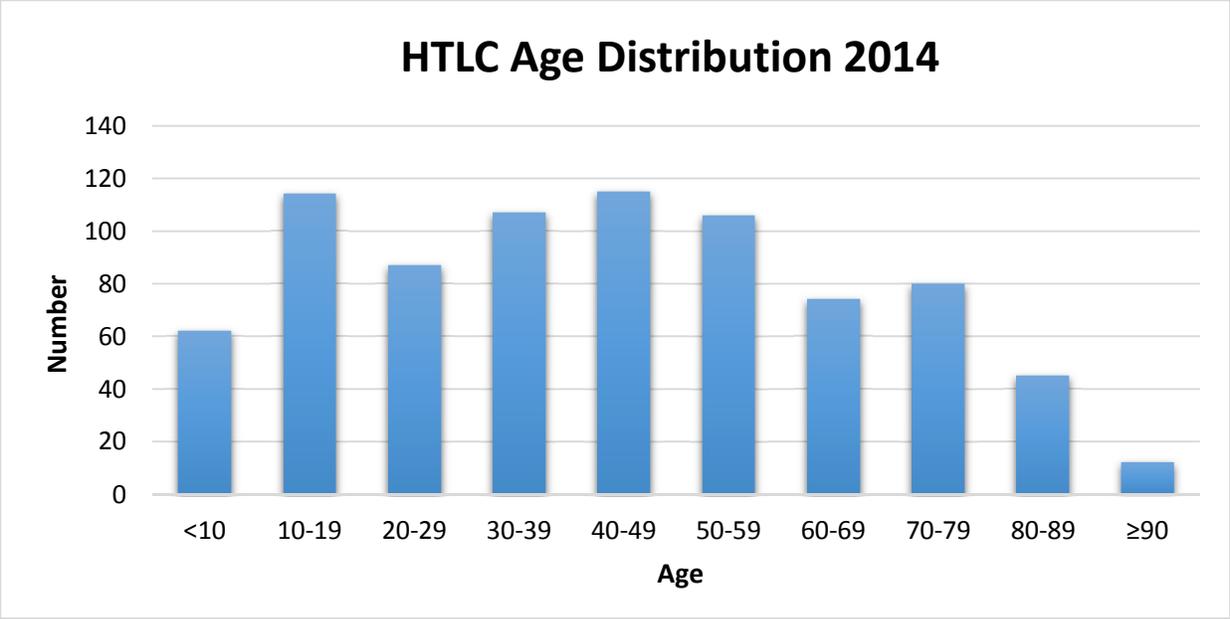
Is our congregation keeping pace with growth in our community? Part of the answer lies in how we define our “community.” Our immediate surroundings (zip code 27514 or a 3-mile radius) grew by roughly 10% from 2000 to 2013. Chapel Hill is a crowded place, so there is only moderate growth near the university. However, the Triangle is growing rapidly. If we extend our search radius out to 10 miles to pick up Carrboro and parts of Durham, the growth is up to 20%. If we go even further to 15 miles to include all of Durham and parts of north Raleigh, the growth is 36%. Since 2000, our congregation grew at about the same rate as the community within 10 miles.

Year	Population (Zip Code 27514)	Population (3 Mile Radius)	Population (10 Mile Radius)	Population (15 Mile Radius)
1990	No Data	50003	171458	277013
2000	29917	63567	218176	369236
2013	32893	68826	263101	505129
Change from 2000:	9.95%	8.27%	20.59%	36.80%
Source:	ELCA Trend Report	Percept	Percept	Percept

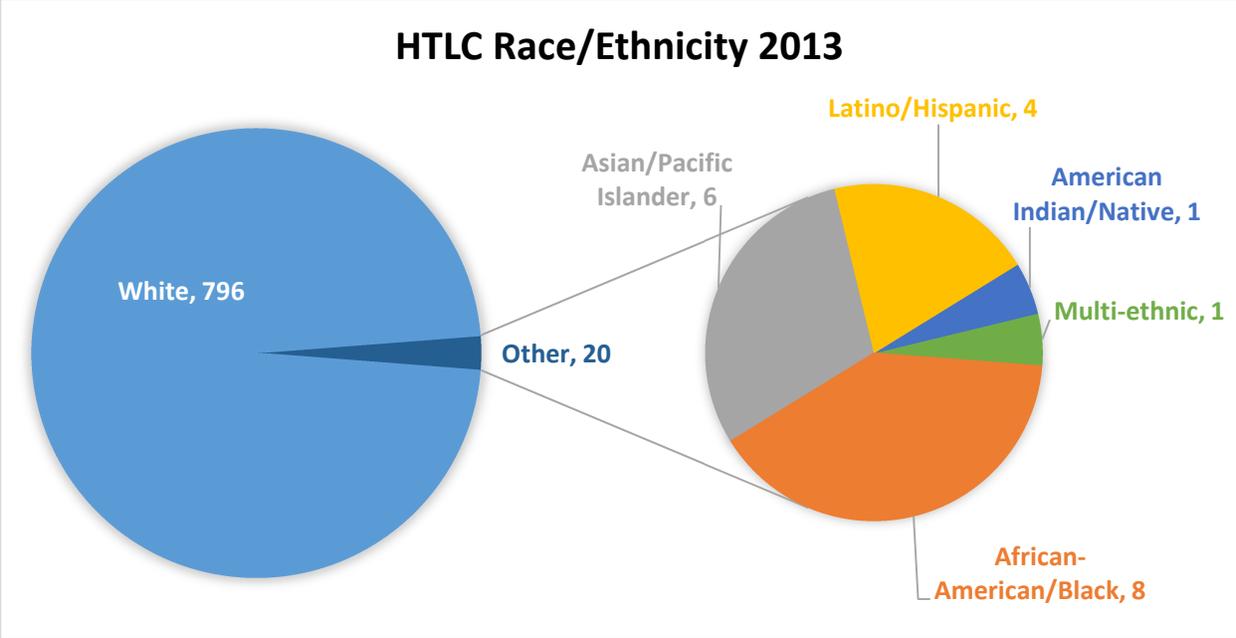
Beyond the Numbers

The ELCA and Percept data went beyond numbers to identify community makeup and concerns. Our community is characterized by:

- High education level
- High turnover rate
- Millennials in high numbers
- Hispanics/Latinos growing
- High diversity
- All age groups represented
- 32% of area not involved in a faith community



How well do we reflect our community? We strongly mirror the high education level and turnover rate, largely due our Triangle location. We do reflect the age distribution of our community, and we count this as one of our greatest strengths. However, we are not as ethnically diverse as our community, and this represents a key weakness (and opportunity). According to the ELCA report, in 2013 our congregation is 97.5% white, compared with the community average of 73%. The high percentage of people not involved in a faith community reveals an opportunity to attract new members.



Analysis

Strengths

Our ministry at HTLC/LCM is vibrant and strong. We identified our key strengths to be (in no particular order):

- Community Outreach
 - *A variety of ongoing programs with strong financial commitment*
- Lutheran Campus Ministry
 - *The foundation of our congregation*
- Balanced age distribution
 - *Mathematically ideal*
- Known in community
 - *“The Church with the Red Door” that does a lot of outreach*
- Dynamic pastoral team
 - *Good partnership between Pr. Mark and Pr. Will*
- Strong and complete Staff
 - *Recent calls of Director of Faith Formation and Cantor*
- Welcoming congregation
 - *Accepting of everyone who approaches us*
- Location
 - *In the heart of Chapel Hill, perfect for LCM*
- Facilities
 - *Nearly new sanctuary, flexible space*
- Active youth group
 - *High participation, involved leadership*

Weaknesses

Every congregation has areas where it can improve, and we are no exception. We identified the following areas as weaknesses.

- Homogenous
 - *Not as diverse as community*
- Limited participation in internal teams/committees and events
 - *Same few people serving and participating*
- Stewardship
 - *Giving has not kept pace with membership or budget*
- Exposure
 - *Very little brings the community to our properties*

Opportunities

These are key prospects for HTLC/LCM to grow and improve.

- Diversify
 - *In worship and membership*
- High school programming and purpose
 - *Desire and energy for separate programming from middle school*
- Young Adults (post-college)
 - *Triangle growing, single and newly married without kids*
- Better facility use
 - *Given our location, could use more than just Sundays*
- Recreation and fellowship opportunities
 - *Outdoor adventures, sports teams*
- Partner with other churches
 - *Lots of neighbors in Chapel Hill/Triangle*
- Synodical and inter-denominational involvement for youth, LCM and whole congregation
 - *Existing programs, events, services*
- Stewardship opportunities
 - *Giving will follow the vision*
- Evangelism
 - *A third of community are not currently active in a faith community*

Challenges

There are a few pressing issues that we must address to meet our goals.

- Integration of technology
 - *Wireless access and promotion of content via social media platforms and e-mail is critical*
- Stagnancy on committees
 - *Squelching of new members and ideas; burnout*
- Limited Parking
 - *Might deter visitors and elderly, limits growth*
- Place of church in our society
 - *Decreasing church attendance nationwide*
- Large non-denominational churches drawing lots of people
 - *Lots of programs and groups to offer, less traditional, more energetic worship*
- People's time
 - *Plenty of existing opportunities compete with Church*
- Commitments on Sunday
 - *Remote participation?*
- Building maintenance

- *Old sanctuary in desperate need of repairs and updates*

Core Values

Core values are the central pillars of our ministry. They make us unique and give us identity. If we were to lose focus on these things, we would not be the same place. The Strategic Planning team brainstormed 14 possible Core Values. We then presented these in a survey to the congregation, both on-line and in the Sunday bulletin. We received 48 responses to the survey. The results made it clear that the following were our Core Values:

- **Worship**
- **Campus Ministry**
- **Outreach**
- **Faith Formation**

In addition, we pinpointed several auxiliary values:

- Inclusiveness
- Intergenerational
- Thoughtful discussion

While not central, these values can be enhanced through focusing on our Core Values.

Mission Statement

Our Mission Statement should be a summary of why we exist as a congregation. What is our purpose? HTLC/LCM had a mission statement (“Honor. Teach. Live. Commit.”), but no members of our team could easily recall it. This was a clear indication that it was either too long or too difficult to remember to do much good. We therefore sought a new Mission Statement that would encapsulate our ministry. Based on Jesus’ “Two Commandments,” we arrived at:

**Our Mission:
“Loving God, Loving Neighbors.”**

Again, we sought congregational input in the form of a response form, both on-line and in the Sunday bulletin. We received 48 responses, and the overwhelming majority of these were positive.

Vision Statement

Our Vision Statement should reveal how we live out our Mission. It is what we aim to be as a congregation. HTLC/LCM did not have a clear vision statement. Therefore the team crafted a new vision based on our new Mission and Core Values.

Our Vision:

A Christian Community of Disciples

Living and Serving through God's Grace

We obtained congregational input in the same survey with the Mission Statement. We altered our original wording based on the feedback, and we presented the final version at a congregational meeting.

Development

We began to develop goals and objectives based on our Core Values. The first four goals each focus on a Core Value, with a fifth supporting goal. The objectives are ways we can build on our strengths, capitalize on opportunities, and address our weaknesses and challenges.

Congregational Meeting

Our aim was to interact with the congregation as much as possible throughout the Strategic Planning process. We provided updates in the bulletin and Annual Report, as well as obtaining input and feedback through the surveys. In May 2014, Mike Ward presented our work thus far at the congregational meeting. We shared the Core Values, Mission Statement, and Vision Statement. The congregation voiced their ideas, needs, and wishes, which helped us in crafting our objectives and tactics.

Previous Plans

We reviewed the previous Strategic Plan and identified important themes for continuation:

- Facility Renovation
- Adult Faith Formation
- Small groups
- LCM and HTLC doing outreach together
- Worship engaging community and beyond
- Communication
- Engage people in service, outreach, fellowship

Ministry Team Meeting

We presented an initial Strategic Plan to the Council and Ministry Teams in November 2014. After presenting the Goals and Objectives, we had small group discussions with a focus on collaboration between teams. We used the feedback from this meeting to revise tactics for the final plan.

Mission: Loving God, Loving Neighbors

Vision: A Christian Community of Disciples Living and Serving through God's Grace

HTLC/LCM Strategic Plan 2015

Goals and Objectives

Goal 1: To engage as a diverse community in deeper relationship with God through vibrant, rich and varied worship opportunities – worship team

Objective A. At least 8 times per year offer varied worship opportunities outside of traditional Sunday morning services (start with 3 and add 2 each year, events can be repeated) to grow as a more diverse congregation

- Suggestions
 1. Outdoor
 2. Contemporary (could be a welcome event to community to support Goal 3)
 3. Blessing of animals
 4. Taize (contemplative service incorporating short chants)
 5. Holden Evening Prayer
- Potential Tactics
 1. Engage the Worship Team (with assistance from Welcome Team and Technology & Communications Team)—February 2015
 2. Create a marketing plan that includes a purpose, goal and schedule for each service and determine attendance goals. Use all forms of media (including social and print) to advertise. Incorporate marketing to reach diverse audiences —April 2015
 3. Launch marketing plan—3 months before first worship event
 4. Record and post on website each event
 5. Following each event, survey attendees as to why they came, what they were looking for and ideas for the future
 6. Evaluate the first three opportunities and measure results—January 2016
 7. Create plan for two additional opportunities for next year- February 2016
 8. The same worship opportunities may be repeated multiple times a year

Objective B. Provide alternate methods for accessing worship services, aimed at people that can't be at worship regularly or are searching for a church

- Suggestions
 1. Continue sermon podcasts

2. Develop a complete plan for providing worship, choral and other ministry opportunities for HTLC/LCM on-line and possibly develop an app
 3. Portable camera set-up and simple editing/uploading
 4. Improve audio in Reception Hall (LCM and Sunday School)
- Potential Tactics
 1. Engage the Technology & Communications Team—February 2015
 2. Determine baseline of hits the audio sermons currently receive and set goal
 3. Create and market electronic access including the You-Tube channel and video stream of various aspects of the service and choral music.

Goal 2: Enhance faith formation opportunities for the Holy Trinity/LCM Community (including youth) to grow deeper in relationship with God and each other – Faith Formation

Objective A. Enhance congregation involvement by engaging at least half the worshipping community in at least one retreat or ongoing small group, class or community service opportunity per year starting in 2015

- Suggestions
 1. Provide a menu of opportunities ranging from a weekend to semester long opportunities for adults and youth
 2. Strengthen Sunday School for high school youth
 3. Provide separate opportunities for middle school and high school within Youth Group at least once per month
- Potential Tactics
 1. Engage the Faith Formation Team (in collaboration with the Outreach Team)—February 2015
 2. Attain a baseline number of people currently engaged in at least one ongoing small group, class, retreat or community service opportunity per year. Modify the objective of at least 50% participation with approval of Council—April 2015
 3. Attain a baseline of all opportunities currently provided that provide for a long-term small group, class or community service—Complete by May 2015
 4. Collaborate with Youth Leadership Team for high school youth strategies
 5. Create a strategy (and market within and outside of HTLC) for new opportunities to engage members, LCM students, and high school youth in long term small groups, classes or community service with launch set for September 2015

Objective B. Provide a facility that fosters lecture, small group, and electronic classroom(s)

- Suggestions
 1. Wi-Fi access throughout buildings
 2. Smart-board

3. Effective sound amplification in classrooms
- Potential Tactics
 1. Engage Council to establish a Team (property representative, technology experts, Faith Formation member, architect, and interior designer) to assess all classroom and large group meeting spaces and create a plan to improve those spaces for small groups, lectures, and electronic classroom. This should include the ability to bring in live streaming presentations and other high tech options. Team established in March 2015. Report due, with cost estimates by May 2015
 2. Council to adopt facility plan and determine funding strategy—June 2015

Goal 3: To be recognized as a church community that welcomes all and uses the gifts God has granted us to serve others

Objective A: Plan and promote six annual Welcome Events for the community to reach 300 non-members annually by 2018 (at least 2-3 of these to have a faith formation component to align with Goal 1. Provide 4 events in year 1, 5 in year 2, 6 in year 3. Events can be those used in the past or new; can collaborate with Worship Events from Goal 1 Objective A)

- Suggestions
 1. Campus Kickoff—Fall and Spring
 2. Organ Concert
 3. Lecture series
 4. Community events (such as the Easter Carnival; health/wellness events such as flu shot clinic/blood pressure screenings or yoga)
 5. Community programs (host Boy/Girl Scout troupes; develop afterschool/tutoring/computer lab program)
 6. Invite congregations from churches of other denominations to worship together with us
 7. Bring a Friend Sunday
- Potential Tactics
 1. Engage the Church Family Life Team (with collaboration from Worship, Welcome, and Technology & Communication Teams)—February 2015
 2. Determine the 4 events to focus on in 2015 by April 2015. Determine which other teams will help make events viable and who needs to help plan (Faith Formation, Music/Worship, Welcome, Technology & Communications, LCM, Youth Leadership Team)
 3. Create marketing plan within and outside of congregation for these events. Launch plan 2 months prior to first event
 4. Determine a method to measure results of these events prior to first event
 5. Educate the congregation as to invite others and be more welcoming—one month prior to first event and subsequently prior to next events

Objective B: Host three “all congregational” service opportunities in the local, regional, or international community with 25% of the worshipping community participating in each (host 2 in first year and at least 3 in the following years).

- Suggestions
 1. MLK Service Day
 2. God’s Work/Our Hands Day
 3. Gather for a meal after an event
- Potential Tactics
 1. Engage the Outreach Team—February 2015
 2. Research with other congregations how to do this effectively (such as Grace Lutheran, Hendersonville)—complete by May 2015
 3. Encourage/Invite Confirmation students to lead some events
 4. Establish 2 events for 2015 by June 2015
 5. Create a marketing plan for members to engage in these events—6 weeks prior to each event
 6. Target groups within the congregation for participation in each event based on who is being served—give special attention to integrating the campus community—at least 6 weeks prior to event
 7. Have each agency being served share a paragraph on how our service will help “transform” the world—include in marketing plan and share ahead of each event
 8. Have at least 2 members share ahead of each event how they hope to see God at work through the event—at least 2 weeks prior to the event
 9. Following each event, capture at least 4 stories of impact. Tell those stories in creative ways—video, temple talks, website, written, etc.
 10. Evaluate each event—within 4 weeks of conclusion
 11. Create plan for next year

Objective C: Create a more welcoming environment that will attract 10% more visitors each year, especially those of diverse backgrounds and encourage repeat visitors to become new members.

- Suggestions
 1. Provide follow up contact to visitors and members absent from church
 2. Interview new members about their suggestions
 3. Meet ADA standards for accessibility to restrooms in Ministry Center
 4. Install a water fountain in front of Worship Center
 5. Improve Signage around buildings
 6. Provide Diversity and Inclusion classes
 7. Purchase Plastic Name tags for all members
 8. Create HTLC Car magnets and T-shirts
- Potential Tactics
 1. Engage the Welcome Team (with support from Technology & Communications Team) in February 2015.

2. Determine way to track number of visitors, frequency of visits, % that become members and attendance by current members. Measure and compare annually by May 2015.
3. Create plan to provide follow up contact to visitors and members absent from church by July 2015.
4. Determine cost and funding plan for name tags for each member. May include town in which baptized on the name tag. May 2015
5. Establish team to evaluate signage—team in place by May 2015 with report by July 2015. Include this funding plan with the name tags.
6. In year two, evaluate ADA compliance of facility by November 2015.
7. Provide diversity and inclusion classes by March 2016

Goal 4: To further intertwine Lutheran Campus Ministry and the Holy Trinity congregation by cooperatively pursuing our Core Values.

Objective A: Encourage LCM and HTLC worship interactions (beyond the 11 AM service) by providing at least 2 new collaborative worship opportunities

- Suggestions
 1. Explicitly invite congregation members to attend Wednesday evening worship dinner at least once a semester
 2. Seek LCM student leaders to assist in the planning and execution of at least two of the 8 varied worship opportunities of Goal 1, Objective A
 3. Joint singing with the LCM and adult choir at least once a year
 4. Continue recruiting LCM students as ushers, communion assistants, and other service volunteers
 5. Encourage LCM students to occasionally attend the 8:30 service and/or serve as 8:30 worship assistants so that HTLC members who traditionally attend 8:30 service have increased opportunities to interact with students
- Potential Tactics
 1. Engage the LCM Leadership team and Worship Team – February 2015
 2. LCM create liaison with Worship team to plan events and enlist LCM participants – March 2015

Objective B: Foster LCM involvement in HTLC Faith Formation opportunities, with LCM designing and leading at least two events or classes annually

- Suggestions
 1. Engage LCM in design and teaching of Sunday School classes for children and youth
 2. Explicitly invite LCM to help develop and participate in Adult Sunday School.
 3. Continue to involve LCM in youth group activities
- Potential Tactics
 1. Engage the LCM Leadership team and Faith Formation Team – February 2015
 2. LCM create liaison with Faith Formation Team – March 2015

Objective C: Promote LCM involvement in congregation's service opportunities, increasing participation by 10% annually for 3 years

- Suggestions
 1. Involve LCM students in the planning of at least one congregational service opportunity annually.
 2. Intentional publicity of opportunities to LCM via email and Wednesday night announcements
- Potential Tactics
 1. Engage the LCM Leadership Team and Outreach Team – February 2015
 2. Measure current LCM participation in Outreach events
 3. Provide Outreach Team with LCM leadership contact info

Goal 5: To inspire congregational involvement and commitment to the church with increased participation, leadership, resource development and financial giving to enable HTLC/LCM to meet the all goals.

Objective A: Develop a workable plan for increasing the participation of Congregation members and LCM in service to the Congregation by 10%.

- Suggestions
 1. Investigate ways that other congregations approach member involvement in the Congregation
 2. Measure current involvement in teams/committees/projects
 3. Develop and implement new strategy
 4. Measure involvement annually
- Potential Tactics
 1. Engage the Council or appropriate Team by February 2015

Objective B: Develop a model of lay leadership development in all congregational life that raises up at least 6 new lay leaders annually and grow involvement on Teams

- Suggestions
 1. Give specific time frames for team service (3 year term limit for team chair) and create model for development of future chairs and membership recruitment.
 2. Delineate roles/responsibilities of chairs and members to encourage involvement
 3. Teach Team members how to extend personal invitations to serve
 4. Host congregational Event to discern gifts/opportunities
 5. Incorporate new model into New Member classes
 6. Consider Project structure vs. Team structure
 7. Provide information online with ways to serve/current needs
- Potential Tactics
 1. Engage the Council

2. A model for this will be created by May 2015
3. (Possibilities include 3 dimensional ministry (DM) and suggestions from Bishop Bolick)
4. Implementation to begin in Fall 2015. Pastor Will to mentor a group of 10 lay leaders/year. Encourage participation of new lay leaders by emphasizing specific time frames for team service.
5. Review in Summer 2016

Objective C: Uphold Team chair term limits of three years.

Objective D: Grow the operating revenue by 10% per year for each of the next three years.

- Suggestions
 1. This growth will come from all facets of the congregation, but also with special attention to growing non-donors and small donors to significant giving.
 2. This increase in giving will launch initiatives in the strategic vision and pay off debt.
- Potential Tactics
 1. Engage the Stewardship Team-February 2015
 2. Conduct spring appeal with the goal of increasing gifts by 10%- 25%--special emphasis to be created to implement strategic vision non-facility initiatives (new worship opportunities, nametags, magnets, etc).
 3. Review results—June 2015
 4. Fall 2015—special giving initiative and focus on monthly giving
 5. Spring 2015—Fall appeal with goal of 10% increase over current year.
 6. Fall 2016—focus on planned giving
 7. Spring 2016—Grow annual fund by an additional 10%--focus on increasing low/non givers and new members.

Objective E: Fund the Facility Initiatives of the Strategic Plan

- Potential Tactics
 1. All costs from each Team/Committee are due to Council by May 1, 2015 (liaisons request this of teams by April 2015)
 2. Council creates plan to raise these funds and involves Stewardship Committee

Conclusion

In line with Council's charge, the Strategic Planning Team met regularly over the past year. Through prayer, discussion, regular guidance of Rev. Ward, Congregational input, and feedback from Council, the new Strategic Plan was developed.

The new Strategic Plan does not have a central rallying point, like a building or an organ. Nor does it simply say "Bigger is Better." Rather, it seeks to refine our ministry to focus on our Core Values. We want to do the things we do best, better. We want to leverage our strengths, which are many, against a few threats and weaknesses. We want to avoid stagnancy and reach out in new ways. We want to continue to embrace our Lutheran tradition.

To enable HTLC/LCM to meet the above mentioned goals will require greater commitment from the congregation. We are investing in us, in God's plan for our future. We trust that God will continue to guide us, equip us, and sustain us.

Resources

ELCA Congregational Report

The ELCA provides data for each congregation through its website.

<http://www.elca.org/Our-Work/Congregations-and-Synods/Research-and-Evaluation>

<http://webapps.elca.org/research/pdf.ashx?report=trend&key=01000000C9EB9CA29B639D41E6E1D6B3787C5345D2D4C2C2D33A1F913C17FCB079636525>

Percept Reports:

We obtained three demographic reports from Pastor Mike. These are included in additional Strategic Plan Documents.