

HOLY TRINITY LUTHERAN CHURCH AND LUTHERAN CAMPUS MINISTRY

PREPARING FOR THE FUTURE 2009-2014 STRATEGIC PLAN

Final Report

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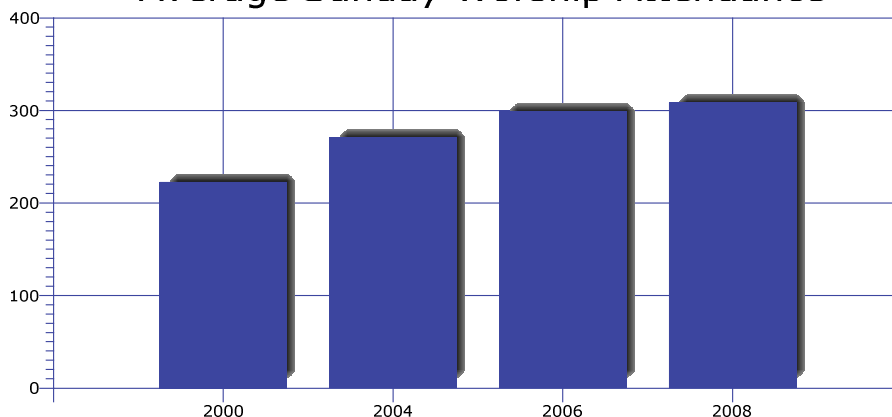
Holy Trinity Lutheran Church and Lutheran Campus Ministry (HTLC & LCM) has been blessed with many, many riches. We have a growing congregation whose members possess a variety of talents and skills. Our professional staff is exceptional and the fruits of their talents are evident in every aspect of our ministries. We have many thriving ministries that are models for Lutheran churches across our nation. For example, Lutheran Campus Ministry has been officially recognized as one of the premier campus ministries in the Evangelical Lutheran Church of America (ELCA). As a result, Holy Trinity has moved from the small campus based ministry serving the university student and faculty community to a farther reaching ministry to the population of the Orange, Durham and Chatham counties and beyond. Although the new worship center increases our community profile and the comfort of the worshipping congregation, the future of our mission has not yet been completed and will continue to expand beyond our current vision. How we approach our accomplishments when viewed against the backdrop of our 2001 strategic plan and how we view those accomplishments steering Holy Trinity's direction for the future is the reason for this evaluation, and provides a road map for our future efforts and ministries. In this document, the Strategic Planning Task Force is proposing seven areas that we feel should receive special attention in the next five years. We want to be clear that there are other portions of our ministry of equal importance that have not been discussed in this plan, however the seven initiatives proposed in this plan cover the areas of greatest concern to the congregation as ascertained through the strategic planning process. Thus Lutheran Campus Ministry, a program that has grown exponentially over the last five years and, as stated previously, is a model for other campus ministries is not addressed explicitly in an initiative. Similarly, our Youth Ministry, a concern in the 2001 Strategic Plan, is now a very vital part of HTLC & LCM, and therefore is also not explicitly addressed in this plan.

To set the context for the recommendations that follow, we include the following observations:

Congregation Size:

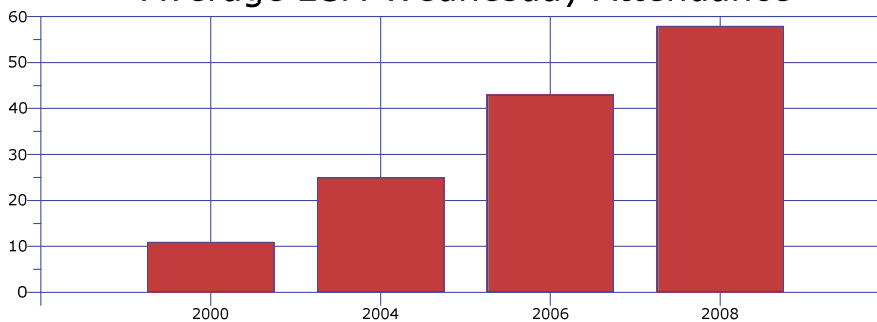
HTLC currently has a total membership of 771 persons (representing 239 active households, 83 inactive households, and 7 associate member households). The confirmed, communing, and contributing membership is 285. Average Sunday worship attendance is a better indicator of the active participants in a congregation. The decade of the 1990's began with weekly averages around 225. In 1998 the average attendance reached 262 but was reported to be 227 the following year and this type of fluctuation in the average worship attendance has been a pattern over the years. Average worship attendance is now at its highest level in the history of the congregation with around 305 attending each Sunday. Introduction to Discipleship (new member orientation) classes are held periodically and have been very helpful in acclimating potential new members to Holy Trinity Lutheran Church and Lutheran Campus Ministry. Due to a more comprehensive orientation, it appears that new members become active in the congregation more quickly.

Average Sunday Worship Attendance



Today, LCM has 80 active members, and approximately 60 attend Wednesday evening worship. In Lutheran Campus Ministry, students are invited to participate by current campus ministry students before they even arrive on campus. These personal invitations have been effective in forging relationships that encourage early participation by new arriving students. Like congregational worship attendance, LCM has fluctuated greatly over the years. The chart below indicates the growth that has occurred since the arrival of our current Lead pastor for Campus Ministry.

Average LCM Wednesday Attendance



Congregation Type:

Research has shown there are 4 basic types of churches, and the structures of these churches vary based on congregation size:

The article "Congregations: They Come in All Sizes" published in the February 2009 issue of *The Lutheran* outlines these structures.¹

¹ Julie B. Sevig, "Congregations: They Come in All Sizes," *The Lutheran*, February 2009, pp. 18-19.

Small Congregations (<100 active members) In the small congregation, there is a “closeness” wherein the pastor knows most of the parishioners by name and the church functions like a family with appropriate parental figures. Worship attendance, financial giving, and participation in ministries is usually high among members of a small church. It is the patriarchs and matriarchs who control the church’s leadership needs. The pastor often has more time to spend on youth and adult education. The drawback, of course, is that there is less available funding and an inability to hire professional staff.

Midsized Congregations The typical midsized congregation has an average worship attendance of 100-200. “The ELCA’s mid-size churches ... tend toward a friendly feel... And compared to their smaller counterparts, medium-big churches tend to have the cash and volunteers necessary to serve their communities on a variety of fronts.”² A challenge becomes funding these ministries. “Maintaining an inviting aura seems to be an ongoing concern for midsized congregations, particularly for ones that were once small.”³ Clergy are usually at the center of a mid-size church. There are so many parental figures around that they need someone at the center to manage them. A leadership circle, made up of the pastor and a small cadre of lay leaders, replaces the patriarchs and matriarchs of the [small] church.⁴

Large Congregations (200 to 350 active members) The large congregation is often characterized by an openness to change and an outward focus. Growth necessitates that a high-quality personal relationship with the pastor must be supplemented by other avenues of spiritual feeding. Programs must now begin to fulfill that role. Large congregations ... have to deal with logistical issues such as parking ... and daily management of a large staff and facility.⁵

Larger Congregations (800+ active members) The larger congregation (sometimes called the ‘resource’ church) is distinguished from the large church by its complexity and diversity. The patriarchs and matriarchs return, but now as the governing boards that formally, not just informally, control the church’s life and future. Laity led on many levels, the larger church provides leadership development and opportunity to take on more influential roles.⁶

HTLC & LCM is in a period of transition. In the past, HTLC & LCM was a traditional small congregation where the pastors knew all of the members and were the center of activity. As mentioned earlier, HTLC & LCM has been blessed by growth. Given that, due to our church’s growth, the pastors cannot be as involved in every aspect

² Todd Etshman, “Where Everyone Probably Does Know Your Name,” The Lutheran, February 2009, p. 19.

³ Ibid.

⁴ , Roy Oswald, “How to Minister Effectively in Family, Pastoral, Program, and Corporate-Sized Churches”. Accessed at <http://www.congregationalresources.org/article0132.asp>.

⁵ Alison Kern, “Where Hundreds, Even Thousands, Gather in God’s Name,” The Lutheran, February 2009, p. 23.

⁶ Oswald, “How to Minister Effectively”

of our church's programs and ministries as previously, the Congregation Council has recognized the need for and is working to transition HTLC & LCM to a structure more appropriate to a large-size church. Assigning supervisory responsibility for specific programmatic initiatives to staff members makes use of the considerable talents of our staff. While this structure has been effective and has contributed significantly to the spiritual growth of our congregation, our staff is stretched to its limits. The growth in our active membership brings us closer to the size of a larger church and suggests that we may need to reevaluate our current structure and consider preparing for a move to a larger church structure. This may be a necessary transition to continue to grow, but could be painful to members who are used to a church structure more appropriate for a mid-to-large size congregation. The Strategic Planning Task Force has tried to be mindful of the structural support necessary for the recommendations that follow.

Community:

As noted in the 2001 Strategic Plan, the demographic mix of our community continues to change. The town of Chapel Hill and Orange and Chatham counties continue to attract a greater proportion of citizens who are not directly affiliated with the University but who appreciate the benefits that accrue from a close proximity to the University. This presents new opportunities to involve congregation members with Lutheran Campus Ministry as many of our members have no other direct contact with students. We are fortunate to live in a community that is socially aware and environmentally conscious. As a result, there are many avenues to practice our discipleship in our community.

The Evangelical Lutheran Church in America (ELCA)

We are fortunate to be a part of the North Carolina Synod of the ELCA. The North Carolina Synod is supportive of Lutheran Campus Ministry and appreciates all that Holy Trinity does to make it such a vibrant ministry. Financially, the synod provides approximately 33% of the funds needed to support campus ministry. UNC Lutheran Campus Ministry has received national ELCA recognition for its exceptional programming and the leadership roles that our campus students accept to make this programming a reality. In addition to providing the remainder of the financial support for campus ministry, the Synod also acknowledges and appreciates Holy Trinity's constant support of Synod benevolences and the active role that parishioners of HTLC & LCM have accepted in the leadership of the North Carolina Synod.

Situational Challenges and Opportunities

The reality of moving from a small, campus based ministry serving the University population into a multi-county diverse worship community is upon us. As a result,

the challenges and opportunities that we face are significantly different than those of just a few years ago.

We are a presence in our community

- We are no longer the small, quaint neighbor behind the pretty red door.
- We are noticed because of our facility, especially our new Worship Center.
- Our numbers create the potential for nuisance to our neighbors.
- Our growth attracts interest, which creates opportunity for more growth of not only our numbers but also of our programs.

Our community challenge includes

- Continuing our outward looking ministries of IFC, Resettlement, Habitat and other community focused activity.
- Accepting the expected leadership roles of a growing downtown congregation including our time, talent, and financial support.
- Creating a welcoming environment which can/will reflect the growing diversity of our community.

We have a growing leadership role in the NC Synod

- Our capital campaign tithing provided leadership throughout the Synod.
- Through sweat equity and financial contributions, we built a cabin at Lutherock.
- We model effective use of the Synod's retreat centers.
- Members of our congregation provide leadership at the Synodical level.

Our NC Synod challenge includes

- Continuing to offer a solid Lutheran ministry from the Chapel Hill area.
- Continuing to demonstrate the growth and excellence of LCM.
- Demonstrating a path of growth in both discipleship and numbers.
- Continuing to offer leadership at the synod level.

We have an increasing responsibility to support the programs of the ELCA

- We have a nationally recognized LCM leadership development program.
- We make a significant contribution to the rostered leadership by our own staff and through students and members who enter seminary and/or serve the church in a variety of capacities.
- We consistently support ELCA initiatives such as Disaster Response, World Hunger, and Global Missions.

Our ELCA challenge includes

- Continuing to foster an environment and programs that create the opportunity for potential leaders to hear and follow the "call".

- Supporting the national Youth and LCM initiatives.
- Participating when called upon on the various committees and task forces of the ELCA.

VISION / OUR PURPOSE

Holy Trinity and Lutheran Campus Ministry strives to be a welcoming, inclusive, and diverse community called together by Jesus Christ who equips us to live as disciples through worship and faith formation which prepares us to go and serve others.

OUR MISSION

Honor God the Father, Son and Holy Spirit through worship.
Teach God's Story and the Good News of Jesus.
Live in the world according to Jesus' teachings.
Commit ourselves to support this work of discipleship.

WE VALUE

- The Lutheran traditions of receiving the Spirit through Holy Baptism, proclaiming the Holy Scriptures, receiving God's presence in the Holy Eucharist, and sharing God's love with one another.
- Spiritual growth through faith formation for people of all ages.
- Providing a full time pastor to lead a joint ministry with the students, faculty and staff of UNC-CH and other campus communities through an active and vibrant Lutheran Campus Ministry.
- Outreach through witness to share our faith with others.
- Meeting the health and wellness needs of our worshipping community and those in our surrounding communities through spiritual, physical, and emotional well-being efforts.
- Using our spiritual gifts in Christ's service by addressing the societal needs of our community and the broader national and international communities.
- Team Ministry at all levels of relationships between the two core components of our ministry, Holy Trinity and Lutheran Campus Ministry, including pastors, staff, lay leadership, members, campus students, faculty and staff, and the entire worshipping community.

STRATEGIC INITIATIVES

Based on a comprehensive strategic planning process we propose the following seven initiatives for 2009-2014:

Initiative 1: Continue to enhance the quality of worship that is relevant and authentic within the Lutheran traditions.

Holy Trinity Lutheran Church and Lutheran Campus Ministry is committed to encountering God in liturgical worship and has seen tremendous growth in the numbers of regular worshippers over the last five years. This blessing also brings challenges. As the congregation increases in size, there are increasing demands for services beyond the traditional Sunday morning times. HTLC & LCM has called a cantor who has infused new energy and new music into our worship life. As we continue to grow in our spiritual journey, several items related to our worship emerged.

The Strategic Planning Task Force recommends that the Congregation Council charge the Honor Team with the assistance of the staff to address and bring recommendations to the Council on the following issues:

- Feasibility of adding an additional weekly worship service.
- Developing additional special worship services celebrating major festivals in the church year.
- Seeking new expressions in liturgical worship while being faithful to our heritage and traditions.
- Continuing to offer weekly worship services that are distinct from each other, reflecting the diversity of new and old Lutheran liturgical styles.
- Reestablishing a pipe organ committee by September 2009 to determine the type of instrument best suited for our worship needs and worship space.
- Encouraging more participation in worship and providing training for all regular worship servers (such as ushers, communion assistants, altar guild, worship teams, lectors, etc.) and choirs for all ages.

Initiative 2: Expand and improve faith formation.

Faith formation includes all aspects of congregational life that encourages people of all ages to grow in their discipleship. We have identified a need in three areas specifically related to adult education, adult service opportunities, and church-family life. These needs were expressed by adults and young adults alike.

Adult Education

With the construction of the new building, Holy Trinity has greatly improved the open space that can be used for adult education. The church must now find ways to create the programming and activities that will enrich the faith formation of adults. In order to achieve this goal:

We charge the Congregation Council to create an Adult Faith Formation Committee that will:

- Continue to build and strengthen the adult education committee.
- Identify additional Bible study materials/curricula, potentially in connection with the 'Book of Faith' initiative and encourage the development of Bible study groups.
- Create awareness that faith formation is a life long process and increase adult participation by providing appropriate and desired curriculum.
- Identify/develop lay leaders who are gifted in teaching and can supplement the pastors and staff in teaching courses.
- Create close knit small groups whose members will encourage and support each other. It is advised that the youth ministry programs be looked to as a model for success. Since the last strategic plan great strides have been made in developing and maintaining a high functioning youth ministry. LCM has also experienced rapid growth and can be viewed as a model for developing and maintaining community.
- Build a vital young adult ministry to meet their unique needs.
- Explore additional staffing to support these efforts.

Adult Service Opportunities

HTLC & LCM have a long history of being involved in the community and in serving those in need. As we continue to grow as a church we must look for new ways to continue to reach out to the community. We have a long history of working with the IFC and with Habitat for Humanity of Orange County and have a growing relationship with El Centro Latino and the Mujer a Mujer groups. In addition, other community groups meet in our space including the Family Violence Prevention Center's volunteer training classes as well as the Piedmont Youth Orchestra. There is more that we can do in addition to this to serve our community.

As part of this attempt to provide greater service to the community we charge the Outreach Committee to:

- Continue to seek out and bring to the congregation opportunities for service locally, nationally, and globally.
- Be vigilant in discovering community needs that are not being met and discern whether and/or how we are able to serve.

- Facilitate opportunities for campus students and congregants to work together on service projects to build relationships between Campus Ministry and the congregation.
- Continue to support the spiritual, physical, and emotional well-being efforts of the Health Ministry Cabinet and Parish Nurse to address the health and wellness needs of our worshipping community and those in our surrounding communities.

Church-Family Life

Another important aspect of faith formation that benefits all ages are events that foster relationships within the worshipping community. In the life of a church-family, not only are closer ties developed between individuals, but faith is strengthened and shared.

As part of this attempt to provide greater interaction within the HTLC & LCM community, we charge the Congregation Council to create a Church-Family Life Committee that will:

- Provide hospitality and welcome to visitors and invite their return.
- Develop programs to integrate new members into the church-family.
- Encourage and coordinate intergenerational fellowship opportunities for the HTLC & LCM community.
- Encourage and coordinate intergenerational retreat opportunities for the HTLC & LCM community.
- Develop daily devotional booklets written by members at least twice a year.

Initiative 3: Evaluate our staff resources and increase as deemed necessary.

Current Staff:

Pastoral Staff:

HTLC & LCM are served by 2 full time pastors who serve in a team ministry. The lead pastor for congregational ministry is allocated 75% for the congregation and 25% to LCM. The lead pastor for campus ministry is allocated 75% for LCM and 25% for the congregation. Therefore, the congregation has one full time pastor and LCM has one full time pastor.

Non-Pastoral Staff:

In addition, HTLC is served by a full time Cantor, a 30-hour a week Church Administrator, a 30-Hour a week Team Leader for Youth and Children's Ministries, a 15-hour a week Team Leader for Live, a 5-hour a week Parish Nurse, a 15-hour a week bookkeeper, and a 5-hour a week Financial Recording Secretary.

Need for Additional Pastoral Resources

Based on input from the surveys and cottage meetings, there were a number of comments that indicated the congregation would like more interaction on a pastoral level. Some of these items include a desire for:

- Additional adult educational opportunities led by pastors
- Additional worship opportunities such as an additional worship service
- Additional hospital and home visits in time of pastoral need.

Research has determined that when a congregation reaches more than 150 in worship that exceeds the size that one pastor can manage.⁷ Based on the type of pastoral leadership desired by our congregation⁸, Holy Trinity grew beyond the point where the needs of the congregation could be met through a personal relationship with one pastor more than 10 years ago.

Recommendations

If HTLC wants to continue to grow and thrive, HTLC needs to call at least one more pastor. Additionally, there are a number of ways that HTLC & LCM can grow pastoral resources in order to best serve the congregation. The recommendations of this report are for the Council to evaluate current staffing, and determine the appropriate ways to grow the staff. The Council should implement short and long term measures including the following:

Short Term (to be completed by the Fall 2009 congregational meeting)

- Modify our church leadership structure to better organize our resources.
- As soon as funds are available and as a top priority, hire a part time property manager to oversee maintenance of buildings, and coordinate volunteers in serving on the property committee.
- Charge the Mutual Ministry Committee with evaluating the strengths, weaknesses, and desires of our current staff.
- Charge the Mutual Ministry Committee with evaluating tasks that the pastors are currently doing that are not pastoral in nature to determine if these could be redistributed to other staff or laity.
- Evaluating the possibility for expanding the role of laity in pastoral care responsibilities to work alongside the pastoral staff. These items could include:
 - o Establishing a Stephen's Ministry, a lay pastoral care model.
 - o Identifying and training Healing / Anointing Ministers, Homebound

⁷ Ibid.

⁸ Ibid.

- o Communion Ministers, etc.
 - o Identifying and training laity leadership for Adult Education and various support groups.
- Evaluating the possibility for expanding the role of laity in non-pastoral responsibilities. These items could include:
 - o Administrative work
 - o Landscaping
 - o Building Maintenance

Long Term

- Determining what other new rostered staff member(s), including pastors, are needed and writing job descriptions for these positions.
- Determining a time line for call processes for rostered staff members.
- Determining what new non-rostered staff member(s) are needed and writing job descriptions for those positions.
- Estimating costs for additional salary and expenditures necessary to resource new staff.
- When starting the call process for an additional pastor or other staff positions, the committee should be mindful of the diverse nature of our worshipping community and whether/how that diversity should be reflected in the call process.

Initiative 4: Develop a facility use plan that is in alignment with our church's vision and mission.

Through the creation of the new worship center, HTLC & LCM now has an opportunity to develop a needs assessment, determine a prioritized list of requirements, and develop a strategic initiative for the effective utilization of the original church building renovation. The primary focus will be on how the space can be best used to support our Vision and Mission for HTLC & LCM. The Strategic Planning Task Force recommends the Congregation Council implement the following short-term and long-term measures:

Short-term (To be accomplished as quickly as possible and no later than September 2009) Existing funds are available for these action items.

- Create 3 or 4 offices in the Ministry Center using volunteer labor.
- Make minor modifications to the former sanctuary using volunteer labor to provide a usable fellowship space.
- Upgrade the current kitchen to better insure safe and sanitary handling of food. As much as possible, new commercial items such as sinks, ovens, stove tops, and refrigerators should be transferable to a future new kitchen.

Long Term:

- Establish a Community Needs Task Force to examine how HTLC & LCM may best serve the needs of the community. This Task Force should investigate needs such as but not limited to a pre-school, eldercare, after school care, and other ministries as identified by the Task Force.
- Establish a Renovations Committee to:
 - develop a facilities needs assessment in conjunction with the Community Needs Task Force,
 - determine a prioritized list of requirements, and
 - develop a plan for the effective utilization of the original church building.
 - The plan should address the needs of the primary stakeholders which include the HTLC & LCM congregation, Lutheran Campus Ministry students, HTLC & LCM administrative staff, our neighbors, the University of North Carolina campus, and the communities in our area.
 - Additionally, the plan should encompass the expressed desires of the congregation for the following:
 - A larger church kitchen
 - Improved office space for the staff
 - Flexible meeting space
- Establish a definitive timetable for a report from the Renovations Committee to the congregation and for the completion of agreed upon renovations.
- Complete budgets and resource allocation planning in a timely manner to support the renovations.

Initiative 5: Create an Effective Communications Network.

The congregation clearly stated in the surveys and cottage meetings that HTLC & LCM needs to communicate more effectively both internally and externally. Consistent with the earlier discussion of the challenges of a mid-size church that has grown to the size of a large church, congregation members expressed frustration that they do not always know what is going on at HTLC & LCM. Equally disturbing to the survey and cottage meeting participants was that others in the community have little knowledge of the many wonderful things happening in our church. Congregation members stated that they want others to say that HTLC & LCM is faith-based and caring, that it is welcoming to all and that it is a leader in social outreach to the community. HTLC & LCM must take steps to increase our visibility in the community and to expand our witness. The Strategic Planning Task Force thus recommends that the Congregation Council take the following actions:

- Appoint a Communications Committee charged with developing a consistent message to HTLC & LCM members and the community. (The current website team should be a subset of the Communications Committee.) Charge the committee with the following responsibilities:
 - Developing a logo that will be used on all communications from HTLC & LCM.
 - Improving signage at our facilities.
 - Developing more effective ways to inform the congregation of worship and service opportunities.
 - Preparing a visual presentation for the Spring congregational meeting highlighting the past program year and posting this presentation on the website as an additional way to explain our ministries.
 - Establishing guidelines for the church bulletin boards and posters.
 - Improving the printed congregational annual report to highlight the many active ministries of HTLC & LCM. This report should be informative and eye-catching and should be readily available including placement on the website.
 - Improving our time and talents inventory process in order to draw a broader cross-section of the membership into the activities of the church.
 - Finding innovative ways to enhance cross communications between early and late Sunday morning worshippers and between campus ministry students and community congregants.
 - Identifying opportunities for outreach through witness to share our faith with others as stated in our values.
 - Publicizing the presence of the HTLC & LCM ministry within the community, ensuring that special events are publicized locally.
 - Finding/developing new venues for informing the state and national ELCA community of the vibrant ministry at Holy Trinity Lutheran Church and Lutheran Campus Ministry.
- Recruit a marketing/PR consultant to jumpstart the work of the Communications Committee.

Initiative 6: Become a more inclusive congregation.

The members of our congregation through the surveys and the cottage meetings were emphatic that primary among things they would like others to say about HTLC & LCM is that HTLC & LCM is a church that welcomes all people to worship with us. It was also clear from the surveys and cottage meetings that our members believe that, rightly or wrongly, we have not garnered that reputation in our community. Recognizing that it is the congregation's desire to embrace people of all races, classes, ages, languages, marital statuses, sexual orientations, and gender identities, the Strategic Planning Task Force therefore recommends that:

- The Congregation Council begin the process to become a Reconciling in Christ congregation.

- The Outreach Committee continue and expand our support of the Latino community and the resettled Karen people of Burma.
- The Congregation Council appoint a Young Adult Faith Formation Committee and charge this committee with identifying and providing additional resources to strengthen our young adult ministry to attract singles and young couples who are looking for a church home.
- All boards, committees, and task forces be charged with the responsibility of improving diversity by emphasizing inclusiveness.
- The Congregation Council take the lead in exploring partnerships with churches of other denominations, and along with the Outreach Committee and Live Team, encourage the HTLC & LCM church family to take a more active role in community multicultural events.

Initiative 7: Make a Commitment to the Future.

The preceding strategic initiatives outline an ambitious plan for the future of Holy Trinity Lutheran Church and Lutheran Campus Ministry. It is one that has been guided by our congregational aspirations and will take the support of our congregation to make it a reality. While we have a wonderful, vibrant ministry here at Holy Trinity Lutheran Church and Lutheran Campus Ministry, our congregation has expressed a desire to continue our physical and spiritual growth through more worship opportunities, expanded educational opportunities, and greater outreach to the community and the world. To accomplish these goals we will need more capital resources. The Strategic Planning Task Force recommends Holy Trinity Lutheran Church and Lutheran Campus Ministry, with the guidance of the Congregation Council, take the following steps:

- Encourage discipleship of giving through the re-establishment of a Stewardship Committee and have a year-round stewardship emphasis that lifts up our programming and funding requirements.
- Based on capital needs identified for renovations, charge the Finance Committee with planning a capital campaign to raise money for the renovation of the Ministry Center. This campaign should be multifaceted and involve not only current HTLC/LCM members but also friends of the church such as Campus Ministry alumni and parents.
- Explore external funding sources that might be available for the support of our service ministries.
- Publicize the existence of a pipe organ fund and encourage special gifts to the fund. Consider raising donations to the organ fund through concerts and other diverse musical programs.
- Establish a congregational endowment fund and encourage HTLC/LCM members and friends to designate gifts to the fund through memorial, accumulated and appreciated financial resources.
- Develop an on-going strategic planning process that includes annual updating of the strategic plan.

APPENDIX 1: Our Accomplishments since the 2001 Strategic Planning Report

Much has happened since our 2001 Task Force report was submitted to the congregation in October of 2001. The assessment of who we were at that point in our history and what we prayed to become crystallized in the findings and the committee report. As a ministry serving the needs of a faithful, not growing congregation, a student population that was consistent and growing, and a changing community, we realized that “status quo” would not be enough.

From the efforts of the committee and with the direction derived from our congregational survey and cottage meetings, several strategic initiatives were developed. The following identifies the direction we headed and some of the results of those initiatives.

- I. Hire an architect/design firm to design space on the new property and determine a possible reconfiguration of our current facilities to meet the following needs:**
 - a. Flexible worship
 - New worship center allows for multiple configurations.
 - b. Space that facilitates socializing before and after services
 - Openness of the new worship center narthex is both spacious and inviting for opportunities before and after worship, along with the fellowship hall in the original facility.
 - c. Improving the Sunday School classroom space.
 - New worship center has expanded the options and freed space in the former sanctuary for adult Sunday School classes.
 - d. Improved space for fellowship activities
 - Usage of the original worship space has expanded our opportunities even without additional design or construction.
 - e. Improved space for pastors and music ministry
 - Office space remains consistent with the previous floor plan. Storage for vestments has expanded within the new worship center and the choirs now have a dedicated practice space.
 - f. Improved space for campus ministry
 - The physical space remains the same, but campus ministry is now able to use the former sanctuary for their mid-week worship and the entire fellowship hall for their meal. The congregation still uses the campus center on Sunday mornings.

- g. Improved parking
 - Additional spaces at the new center are available since the purchase of the property, but there has been no significant improvement in parking since attendance has increased and therefore parking needs have increased.

II Charge the Worship and Music committee with the staff to address and bring to council recommendations on:

- a. Possibilities for alternative worship services
 - A 5 PM service was unable to build a following larger than 15-20 regular attendees. Demands on the pastors made the service difficult to continue.
- b. Enhancing the use of music in all services
 - The calling of a cantor has enhanced the worship and music life of our congregation. The adoption of the Evangelical Lutheran Worship hymnal has also made possible the incorporation of new settings and new music in our worship.
- c. Evaluate and resolve space issue for 8:30 a.m. service
 - After moving from the fellowship hall to the sanctuary in the original worship facility, the space for this service was not as big a problem. With the new worship center, space for the 8:30 service is currently ample.
- d. Consult with the architect to ensure that worship needs are met
 - Initial conversations about renovating and enlarging our former sanctuary made it clear that building a new sanctuary was the best way to meet the worship needs of the congregation. The new Worship Center which contains our new sanctuary was dedicated February, 2008.

III. Charge the youth ministry Committee with the staff to explore the following issues and recommend necessary actions to the council:

- a. Identifying reasons why current youth group activities are not attended
 - Called an Associate in Ministry for Youth, Children, and Family ministry who based the youth program on relationships. At the beginning of every program year, the youth plan a balance of events that include spiritual, social, and service aspects.
 - Due to low numbers in 2002, the youth groups were combined. The relationships built evolved to a program of mentoring and the youth do not want to divide into high school and middle school groups. In 2008, fifty youth are active to varying degrees.
- b. Developing youth group activities that involve inter-denominational activities

- Not pursued. Youth Ministry conventional wisdom is that since successful groups are built on relationships, occasional meetings with other groups result in lower participation and commitment.
- c. Developing closer relationships between youth ministry and Campus ministry
 - The HTLC Youth have cooked Wednesday dinner for LCM.
 - LCM plans an activity with the HTLC Youth each year.
 - Some relationships have developed since some LCM Students have served as counselors at church camp attended by our confirmation students.
- d. Drawing upon the resources of the broader community to encourage non church affiliated youth participation
 - Our youth are evangelists. Not only do they invite their friends to youth events, but our confirmation students even invite other youth to confirmation class. This has led to baptism and membership.

IV. Charge the Evangelism committee with the staff to recommend actions addressing the following:

- a. Encouraging visitor to worship
 - Hospitality committee and “brownies in a jar” and carabiner gifts have helped to create a warm and inviting environment for guests and visitors.
- b. Help new members become active with congregation as quickly as possible
 - Member mentors have helped when assigned to a new member family.
- c. Increase the interaction of members attending 8:30 and 11:00 AM Sunday services
 - Adult Sunday school and Bible study opportunities have increased interaction however the need for social activities continues to grow.

V. Charge the Christian Education Committee with the staff to explore and recommend actions on the following issues:

- a. Providing various educational activities for youth and adults
 - Our confirmation classes now use a 3 year relational based program with 25 students enrolled.
 - The High School Class on Sundays has 20 regular participants who are using a new Lutheran curriculum.
 - An Adult Education Committee was formed for Fall 2008. The numbers of classes and participation have increased. New Bible Study groups have also begun meeting.

- b. Increasing participation in Sunday school
 - We are now using a new Lutheran curriculum which has been well received.
 - We have an increased pool of volunteers as a result of recruitment and training. Our new policy requires an individual to be a member of the church for 6 months before working with our children and youth and background checks are run on all teachers and staff.
 - Enrollment has been on the increase over the last several years due to increased publicity, word of mouth, and solid direction by the staff member who relates to this area.
- c. Evaluation of VBS and possible alternative activities
 - We now have an annual VBS for ages 3 through grade 5; older youth participate in leadership positions.
 - In addition to the youth, 20 adults also work with VBS.

VI. Charge the Social Ministry Committee to examine the opportunities for community serviced at Holy Trinity issues that should be addressed.

- a. Providing a variety of service opportunities that appeal to many interests and talents
 - Continued participation in Crop Walk, Habitat for Humanity, Spring Break projects, adult mission trips have continued and expanded.
- b. Finding projects that are on-going and provide personal interaction
 - Habitat, IFC participation, Safe Passage, El Centro Latino are all good examples of our expanded social action program.
- c. Finding projects that will garner recognition for Holy Trinity as an active, serving congregation
 - Prayer Shawl ministry, Quilters, and projects listed in item “b” above have accomplished this. However there is much more that can be done to increase Holy Trinity’s visibility.
- d. Ensuring that we have a good mix of community, national, and international initiatives
 - Our Outreach Committee (formerly Social Ministry) has developed a balanced ministry under the leadership of our Team Leader for Live.

VII. Establish a permanent Strategic Planning Committee

- A permanent committee was not formed. In 2008 a new Strategic Planning Committee was organized to initiate on-going discussions, an updating of the progress vs. the suggested initiatives from the previous plans, and present a new strategic plan.

APPENDIX 2: The Strategic Planning Process

