

## **STRATEGIC PLAN 2018-2022**

### **ADDENDUM TO 2018 TLC ANNUAL REPORT**

**Six Key Areas were identified as priorities at Congregational Retreat in November of 2017.**

**Five Year Strategic Objectives were revised and finalized by Strategic Planning Team in Spring of 2018.**

**Key Area Teams were formed in Summer of 2018. Key Area leads also serve on Strategic Planning Team.**

**Purpose Statements and Action Items were generated by Key Area Teams in Fall of 2018.**

**Any TLC member may volunteer to serve on any of these teams. Contact Jeanine Brown, Pastor Arthur or any team member.**

#### **Key Area #1: MEMBERSHIP**

**Five Year Strategic Objectives:** Effectively engage a growing number of adults and young people in worship and the life of the church. Develop strategies that reach out to new, inactive and prospective members. • Help TLC members form connections, build relationships and receive support. • Make effective use of church database to track member participation in small groups and other church activities enabling pastors, staff and membership team to regularly review and annually report on member engagement. • The annual weekly worship attendance will average 504, representing an increase of 10% over the 458-weekly average of 2013-2017.

**Purpose:** In our changing community TLC faces challenges like other mainline congregations, including Lutheran congregations in Bloomington, to maintain and grow membership. The changing demographics of our congregation and the surrounding community contribute to the headwind facing TLC as we strive to grow membership in order to more effectively fulfill mission goals and support the ongoing work of the parish. The goals of the membership team point toward actions considered important in developing a vibrant faith community whose members feel engaged and committed to each other and to TLC's mission. The membership team plays an important, yet not solitary role in exploring ways to bolster TLC's culture, and seeks to work with staff and volunteers to review and make recommendations for building relationships, connections and community.

#### **Actions Taken (2018):**

- Team Formed – Monthly meetings established (1<sup>st</sup> Monday or Tuesday of the month 10-11:30am)
- Purpose Statement created
- Sub-Teams created:
  - Neighborhood Welcome Team
  - New Member Mentor Team
  - Database Team
  - Potluck Team

#### **Next Steps (2019):**

- Neighborhood Welcome Team - will create a welcome package to introduce TLC to new residents moving into surrounding neighborhoods.

- New Member Mentor Team - works with staff to help new members make connections and build relationships.
- Database Team – works with staff to take full advantage of the data and analytic capabilities of our church database software, update membership records, etc.
- Potluck Team – first church wide potluck scheduled for Sunday, February 10 at noon. Others to follow.
- Other Priorities:
  - Work with staff and Welcoming Diversity Team to strengthen church Hospitality Teams (greeters, ushers, hospitality, etc.)
  - Conduct spring “Time and Talent Drive” to strengthen membership volunteering as a parallel effort to the annual fall “Stewardship Drive”.
  - Conduct Annual Membership review

**Team Members:**

Bob Hettlinger (Membership Team lead)	Nancy Dahlof (New Member Team lead)
Pastor Arthur	Jo Benson (Database Team lead)
Allison Sneller (Neighborhood Welcome lead)	Norma Macdonald-Ockwig (Database Team)
Chip Smith (as needed)	Jan Schmieding
Michelle Reber (staff – as needed)	Marilyn Erickson (staff – as needed)

**Key Area #2: FINANCIAL DEVELOPMENT**

**Five Year Strategic Objectives:** Develop and implement clear strategies for financial stability. The finance team will work to balance the annual operating budget. • TLC’s building mortgage is paid off. • Cash reserves are equal to two months’ operating expenses. • There is continued encouragement for participation in Simply Giving. • Transparency and communication related to TLC’s finances are regular and evident.

**Background:** Given multiple factors including: • Changing trends in church membership, attendance and financial support. • Changing neighborhood demographics. • Changing cultural, religious and societal priorities and pressures, there is a need for a broader discussion around what financial viability looks like at TLC over the next five years that includes input from multiple ministry areas.

**Question:** How can all the financial ministry areas of TLC work together to faithfully guide TLC toward financial sustainability in this constantly changing environment?

**Answer:** This team plans to: review and understand clearly TLC’s current financial position. • Consider how TLC’s projected finances over the coming years impacts its ability to fulfill its mission as outlined by TLC’s mission statement and the five-year Strategic Plan. • Consider how TLC’s projected financial trends impact its major ministry partners (ELC, TLC Foundation, CCL-Liberia etc.) to fulfill their respective missions. • Report to the Strategic Planning Team, Church Council and Congregation and make recommendations for possible courses of action to support the Strategic Objectives listed above.

**Actions Taken (2018):**

- Team Formed – Monthly meetings established (varies)
- Purpose Statement created

- Received reports from all financial ministry areas listed above (Treasurer, Stewardship, ELC, TLC Foundation, Capital Campaign, Gifts and Memorials) in September and October.
- Line by line review of 2019 budget proposal October-December.
- Liaise with other Strategic Teams as necessary, esp. Mission and Outreach and Leadership.
- Brainstorm creative solutions in November.
- Propose potential courses of action to Council and Congregation December and January 2019.
- Creation of Fundraising Team

**Next Steps (2019):**

- Regroup in February 2019 to reassess situation and adjust priorities as necessary.

**Team Members:**

Pastor Arthur, Financial Development Team lead	Norma Macdonald-Ockwig, Fundraising lead
Pastor Ed	Bob Riley, Gifts and Memorials
Sue Brickley, Financial Administrator	Beth Mercer, Council President
Dick Haugen, Capital Campaign	Barb Wigstadt, Early Learning Center
Chip Smith, Stewardship	Jerry Olson, Council Treasurer
Hildred Dungan, Stewardship lead	Jay Brandt/Baron Broschat, TLC Foundation

**Key Area #3: WELCOMING DIVERSITY**

**Five Year Strategic Objectives:** Demonstrate a willingness to learn, adapt and welcome a diverse and changing community into the church. • Work with the Reconciling in Christ Ally Team (LGBTQIA support), the Racial Justice Team, the New Immigrant Support Group, the Addiction Awareness Team and the Mental Health Team to increase congregational awareness regarding gender, sexuality, race, ethnicity, culture and other issues that we may more fully follow Jesus’ command to “love our neighbor.” • As a congregation, we learn to welcome everyone as outlined in TLC’s Welcome Statement • No less than four times each year, TLC hosts programs on topics of diversity and cultural interest, all of which are open to the public.

**Background:** Neighborhoods in the Twin Cities, including Bloomington, are changing. The neighborhoods are becoming much more diverse. We at TLC want to be welcoming to all and we believe that we are welcoming to all. However, we wonder if our way of welcoming may sometimes become “lost in translation.”

**Question:** How do we demonstrate or willingness to learn, adapt and welcome a diverse and changing community into the church. How do we increase congregational awareness regarding gender, sexuality, race, ethnicity, culture and other issues that we may more fully follow Jesus’ command to “Love Our Neighbor?” How do we learn the many languages of welcoming so that all types of people really do feel like TLC is not only welcoming, but home?

**Answer:** The Diversity Team will coordinate efforts across the 5 teams (1) Reconciling in Christ Ally Team (LGBTQIA support), 2) Racial Justice Team, 3) New Immigrant Support Group, 4) Addiction Awareness Team and 5) Mental Health Team) as appropriate to implement the strategy listed below. The area of coordination that has been identified is that of education. Through education of our TLC members via the coordinated efforts across the 5 teams we hope to: • Allow TLC to have a better awareness and understanding of what hospitality means to different cultures and groups. • Implement specific “means”

of hospitality that will make people of different cultures and groups feel even more welcome. • Be equipped and able to have welcoming comfortable conversations across cultures and groups.

**Actions Taken (2018):**

- Team Formed – Monthly meetings established (1st Sunday of the month, 10:30-11:30)
- Purpose Statement created

**Next Steps (2019):**

- Develop a list of educational opportunities with schedule, then implement.
- Incorporate and communicate more broadly existing offerings.

**Team Members:**

Sandy Mullen	Team Leader
Matt Titus	RIC
Britt Bjornson	At Large member
Al Dungan	Addiction Awareness
Deb Spindler	Racial Justice
Jim Sorum	Immigrant Support
Daniel Thomas	Immigrant Support
Renee Burton	At Large member
Nikki Swanson	At Large Member

**Key Area #4: MISSION & OUTREACH**

**Five Year Strategic Objectives:** Develop and implement a clear vision for mission and outreach with local, national, and global communities. • An ongoing Mission and Outreach education program is maintained to keep members informed and engaged with TLC’s commitments and the opportunities for support (currently Mission of the Month). • A Service Opportunity Registry (online and print) is developed which features contact information and a calendar for service opportunities. • Mission Trips for youth and adults are coordinated and promoted in coordination with the Youth and Family Team. • New opportunities for Mission and Outreach are prayerfully considered and approved according to criteria established by this team. • Recommendations are made annually to the Church Council regarding allocation of Mission and Outreach funding (benevolence giving).

**Background** As a pre-existing team, Mission and Outreach, has been functioning well for the past five years.

**Question:** What are we being called to as a church that engages with the world in the light of the realities of congregational life in the 21<sup>st</sup> century?

**Answer:** The Mission and Outreach team will continue to fulfill items listed above of the new objectives as it has in the past. The new issues to be addressed include: • Increased collaboration with youth program regarding Mission Trips. • Updating communication methods regarding existing service opportunities and outreach commitments. • Revising Benevolence recommendations to reflect the financial realities and missional commitments facing the church. • Re-evaluate and document the criteria for establishing new missional partnerships and reviewing existing partnerships.

**Actions Taken (2018):**

- Team Augmented: Monthly meetings continue (2nd Tuesday of the month, 4:30-6:00pm)
- Purpose Statement reviewed and updated
- Mission and Outreach brochure updated and sent to web designer
- Benevolence budget revisions sent to Council
- Mission Trip planning (Liberia Winter 2019) in collaboration with Youth and Family Minister
- Continued Mission of the Month Awareness program
- Created bulletin board displays highlighting mission partners

**Next Steps (2019):**

- Establish written criteria for evaluating new and existing mission partnerships for benevolence giving including some of the following questions: What difference does our support make? Who is served? What do we provide? What is the cost? How many members are involved? Open to being flexible in how we determine mission support.
- Create on-line Service Opportunity Registry using our newly updated brochure as a starting point

**Team Members:**

Marilyn Erickson, Leader	Mary Mahre
Al Dungan	Jerry Olson
Joanne Haugen	Bob Riley
John Lindell	John Thomson
Ingrid Swanson	Pastor Arthur
Ben Cherland, as needed	

**Key Area #5: LEADERSHIP DEVELOPMENT**

**Five Year Strategic Objectives:** Identify, support, and develop leaders within the church. • The leadership development team provides ongoing, effective training and support for adult and youth lay leaders. • Stephen Ministry continues to recruit and train leaders. • The Mutual Ministry team helps members discover their calling and carry it out collaboratively with staff • The Pastoral Leadership team works with pastors to help guide pastoral leadership and responsibilities for the benefit of the mission of TLC

**Background:** TLC has offered training for small group leaders, but no formal training or direction is currently available to train leaders for ministry teams.

**Question:** What does a Leadership Development Program look like at TLC and how can such a program be implemented?

**Answer:** The Leadership Development team will create and implement a compact, useful, teachable document to assist all leaders as they form and work in teams. Members of the leadership team will support other teams as they seek to grow as leaders through this teaching document and through encouragement and direction as requested by teams. Team members from sub teams will continue to set, implement, and evaluate goals. Through the support and training of team leaders, TLC will have strong, effective lay leadership through the following areas of focus:

*Youth Leadership Development Team*

- Define what Youth Leadership Development means for TLC, including the major components [head (knowledge), heart (character)d, hands (skills)], and specifics i.e., curriculum
- Identify youth gifts/talents and intentionally development those gifts through having them participate in different ministries teams, etc. of the church, e.g., leadership, organization, music, teaching, etc.
- Give more responsibility to youth leaders
- Work with ELC to develop mutual ministries and opportunities, e.g., possible worship service.

*Lay Leadership Development Team*

- Organize, implement small group leader training annually
- Ensure there is small group recruitment annually
- Conduct quarterly small group leader in-service training
- Identify lay leader of current ongoing ministries (provide a list of names, ministries, etc.)
- Introduce covenant language (agreement/commitment, language) to lay leaders
- Introduce devotion/evangelism DNA into small groups
- Develop and implement a young adult ministry

**Actions Taken (2018):**

- Team Formed – Monthly meetings established (2<sup>nd</sup> Thursday of the month, 6:15-7:15pm)
- Purpose Statement created
- Leadership Training Manual developed and in beta testing: December 2018
- Pastoral Leadership Team formed and began meeting in July 2018
- Stephen Ministry leaders trained, ministers recruited

**Next Steps (2019):**

- Train the various strategic teams as needed: 1-2Q2019
- Define additional activities for 2019-2020: 1Q2019
- Stephen Ministry training for ministers Jan-April 2019
- Pastoral Leadership Team continues to meet

**Team Members:**

Renee Jefferson, Team lead	Cathy Lamovec
John Lindell, Pastoral Leadership Team lead	Sandy Stooke, Youth Leadership
Jeanine Brown, Strategic Planning Team lead	Mary Kelly

<b>Lay Leadership Development Team</b>	<b>Youth Leadership Development Team</b>	<b>Stephen Ministry Team</b>	<b>Mutual Ministry Team</b>	<b>Pastoral Leadership Team</b>
<p><b>Team Leaders:</b> Renee Jefferson</p> <p><b>Team Members:</b> Jeanine Brown, Cathy Lamovec , Sandy Stooke, Mary Kelly, John Lindell</p>	<p><b>Team Leaders:</b> Ben Cherland, Sandy Stooke, Renee Jefferson</p> <p><b>Team Members-</b> Carol Olson</p>	<p><b>Team Leaders:</b> Bob Riley, Erin Pommeranz, Pastor Ed</p> <p><b>Team Members:</b> Diane Erickson, Becky Woll</p>	<p>To be determined</p> <p><b>Team Leaders:</b> To be determined</p>	<p><b>Team Leader:</b> John Lindell</p> <p><b>Team members:</b> Council president (Beth Mercer) Strategic plan leader (Jeanine Brown) Pastors (Ed and Arthur), Staff liaison (Renee Jefferson)</p>

## Key Area #6: COMMUNICATION

**Five Year Strategic Objectives:** Enhance both internal and external communications of the church's mission, ministry and special events. • The Communications Team oversees the look and design of all communications and supports the following teams: • The Virtual Ministry Team implements innovative plans which include all forms of electronic social media. • The Technology Team develops, implements, and monitors a master plan for technology strategies throughout TLC.

**Background:** Over the years, communications has been handled differently by different people depending on the need at TLC. In fall of 2018, Brad Nolte became the paid TLC staff member responsible for print, digital and streaming media.

**Questions:** How do we better utilize, prioritize, and coordinate the various types of communications across TLC including both written and virtual communications? In addition, how and when do we maintain and upgrade the technology behind these communications methods as needed? How can this team support TLC staff and provide added benefit through volunteer engagement?

**Answers:** Create a team to help identify and prioritize communications needs along with strategies to fulfill them.

### Actions Taken (2018):

- Team Formed – Monthly meetings established (2<sup>nd</sup> Thursday of the month, 1:00-2:00pm)
- Purpose Statement created

### Next Steps:

- Engage additional team members
- Update and prioritize the communications needs
- Develop a written plan for implementation

### Team Members:

Brian Harrell, Team Leader	Brad Nolte, TLC Media
Pastor Arthur	Jeanine Brown, Strategic Leader

## STRATEGIC PLANNING TEAM – Overseeing all Key Area Teams

**Five Year Strategic Objectives:** Create a strategic plan implementation team that will ensure: • It is clear who will be responsible for implementing the specific strategic plan goals, with team leaders and membership named, contact information available to the congregation, etc. • Good oversight of the teams responsible for implementing the strategic plan goals and objectives, including monitoring and adjusting the strategic plan on an ongoing basis. Also, to provide guidance to the teams, and help with issue resolution. • Good communications out to the congregation regarding what has happened and what is going to happen. • Strategic plan objectives kept in scope. • Correct stakeholder functional groups are represented on the teams. • Team training, including communications plan training. • New strategic opportunities are evaluated on an ongoing basis. • That a big picture view is maintained across the entire strategic plan. • All work is aligned with the TLC mission.

**Background:** TLC has developed a strategic plan for major goals for 2018-22. Now, the strategic plan must be implemented. In addition, there must be regular updates to the congregation regarding implementation accomplishments.

**Question:** What can be done to ensure that the strategic plan and its major goals are implemented?

**Actions Taken (2018):**

- Reviewed and updated Strategic Plan Objectives
- Guided formation of Key Area Teams to ensure that TLC Strategic Objectives are carried out, Project Charters completed and monthly meetings maintained
- Reviewed each Key Area team’s accomplishments monthly
- Identify projects that Key Area teams can work together on.

**Next Steps (2019):**

- Continue to meet monthly to ensure that TLC Strategic Objectives are carried out and Key Area teams monthly meetings are maintained
- Adjust Strategic Objectives as needed
- Create and implement a 2019 communication plan with key messages
- Create an organizational diagram of TLC staff, small group, teams, etc.
- Report monthly to Council and update Congregation regularly

**Team Members:**

1. Jeanine Brown, Lead	Brian Harrell, Communications Team Lead
2. Ed Treat, Pastor	Robert Hettlinger, Membership Team Lead
3. Arthur Murray, Pastor, Finance Team Lead	Marilyn Erickson, Missions and Outreach Team Lead
4. Jo Benson (ad hoc)	Renee Jefferson, Leadership Development Team Lead
5. Jim Sorum (ad hoc)	Brad Nolte, TLC Media
6. Sandy Mullen, Welcoming Diversity Team Lead	Barb Wigstadt (ad hoc)

**PASTORAL LEADERSHIP TEAM**

**Strategy:** Advisory and support role for Pastors; discuss/set goals with reflection on the church’s goals and mission. Specifically, to • highlight risks/rewards, • make recommendations to the Council, • meet with other teams if requested as part of feedback loop between teams and Pastors, • make initial Pastoral Leadership proposal to Council in December 2018, • present proposal at Annual Meeting in January 2019, • further develop details in plan as appropriate 2019 – 2021

**Background:** The Pastoral Leadership Team began meeting in July of 2018 with a mandate to explore the following questions which were first presented at TLC’s Annual Meeting in January 2018: How can we ensure that the combined pastoral leadership of TLC best serve the mission of the congregation? How can the pastors’ responsibilities best be divided in order to make the most effective use of the skills, interests and passions of each?

During this time, a specific, urgent question emerged as the Addiction and Faith Conference neared:

*Given the unexpected significant blossoming of this new ministry, how might Pastor Ed's responsibilities as convener of Addiction and Faith and facilitator of the FRLC impact his role as senior pastor at TLC. In which ways are these multiple responsibilities and callings compatible, complementary and/or competing?*

**Actions Taken (2018):**

- Team Formed – Regular meetings established
- Purpose Statement created
- Communication with Synod
- Creation of TLC Recovery Ministry history document
- Creation of Pastoral Leadership Proposal to Council in December 2018

**Next Steps (2019):**

- Present proposal at Annual Meeting in January 2019
- Further develop details in plan as appropriate 2019 - 2021

**Team Members:**

John Lindell	Pastoral Leadership Team Chair
Beth Mercer	Council President
Jeanine Brown	Strategic Planning Chair
Deacon Renee Jefferson	Director of Education
Pastor Ed Treat	Senior Pastor
Pastor Arthur Murray	Associate Pastor
Mark Betley	Consultant
Rev. Craig Pederson	Assistant to the Bishop, as needed