

HOLY TRINITY LUTHERAN CHURCH

MISSION STATEMENT

Holy Trinity Lutheran Church WELCOMES all people to faith in Jesus Christ; EQUIPS persons with the strength of God's Grace; and SENDS us to SERVE in Christ's name.

VISION STATEMENT

We are God's people, called to be faithful to the Gospel of Jesus, to love God with our heart, soul, and mind and to love our neighbor as ourselves.

Members of Holy Trinity Lutheran Church will seek, invite, and unite all of God's people. We are committed to grow in faith and understanding of God's word. Stepping forward in faith, empowered and inspired by the Holy Spirit, we will creatively exercise our gifts, working together to meet the needs of a diverse community as we build God's Kingdom.

Jesus has commissioned us to "Go, therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to obey everything I have commanded you."

I. PLANNING PROCESS

The current Long Range Plan will expire as a "current" document at the end of calendar year 2006. During the time period covered by that plan, the congregation has experienced substantial growth in membership. As a result of these two things, a process to develop a new Long Range Plan was begun during the summer of 2005. Since that time the Forward Planning Committee has expended considerable effort in reviewing the existing plan as well as the current facilities. This review involved meetings with the church pastors and staff, meetings with other church committees, as well as individual church leaders and members of the congregation.

This plan is being developed to cover the years 2007-2010. Our process involved having Ministry Area Leadership provide input for the development of the Goals and Objectives contained in the plan. The Forward Planning Committee recognizes that the plan does not cover all of the operational and policy needs for the time period of this plan. The Forward Planning Committee recommends that a process be developed to periodically update the congregation on the progress being made on the plan as well as to annually review and update the plan to reflect current conditions. The Forward Planning Committee also recommends that development of future budgets integrate the existing Goals and Objectives into that process.

II. Forward Planning Committee

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III. HISTORY OF HOLY TRINITY LUTHERAN CHURCH

In 1949, Dr. Herman Siefkes, President of the Iowa District [ALC], selected George Feisner a second-year student at Wartburg Theological seminary, to survey Ankeny (a community of 900 people) and its surrounding area to see what interest there might be in beginning a Lutheran Church in that community. The following is a brief description of the establishment and growth of Holy Trinity Lutheran Church

The assessment and groundwork for becoming a church was completed in 1949 with the church being formally organized on February 18, 1950. From that first year when attendance figures averaged 44 worshippers per week, Holy Trinity Lutheran Church has been recognized as a church that was committed to serving the needs of its members as well as all residents of Ankeny and the surrounding area. This commitment has been reflected by the growth in the types and numbers of worship services (from one to four), the growth in the numbers of fulltime pastors to help carry out the mission of the church (from one to three) and in the growth of its facilities from the first rented theater to the building of the A-frame, then the Sunday school rooms, then the new sanctuary, then the new fellowship hall, and finally in 2000 the completion of the new educational/office work wing.

From reviewing the above information it is easy to see that Holy Trinity Lutheran Church has been a vibrant, growing organization throughout its history. Today, Holy Trinity Lutheran Church is a thriving organization of 3228 baptized members. It continues to face many of the same challenges that it has faced in the past. The Forward Planning Committee is convinced that, with the prayerful consideration of all involved with Holy Trinity Lutheran Church, we will be able to respond to those challenges as successfully as the church has responded in the past.

IV. ASSUMPTIONS

The Forward Planning Committee made numerous assumptions to guide them in their work. These assumptions were necessary in order to keep the focus on the future of Holy Trinity Lutheran Church and to have all segments of the church operating from the same focus points.

- A. Holy Trinity Lutheran Church is a very large church. (It is one of Churches classified in the largest two per cent of Evangelical Lutheran Churches in America.)
- B. Ankeny is a growing community and will continue to grow at a fairly constant rate until at least 2020.
- C. Holy Trinity Lutheran Church weekly worship attendance of baptized members has averaged in the mid thirty per cent range over the last five years. Weekly worship

attendance of at least 30% of baptized members will be maintained for the foreseeable future.

- D. Weekly worship attendance will increase in terms of absolute numbers because of the growth of population in Ankeny and the surrounding area.
- E. Forty to fifty per cent of Ankeny is unchurched. This provides substantial opportunity for outreach and evangelism in the area.
- F. It is difficult to project growth in baptized members and in weekly worship attendance in specific numbers. As of September 2006, baptized membership is 3228. Based on current growth rates, baptized membership could grow to a range from 3661 to 3961 by 2010. At this level of total baptized members and assuming a weekly worship attendance of thirty per cent, we would need facilities to serve 968 to 1,098 at weekly worship service. Even if these estimates are incorrect, one goal of this plan is to have at least 50% of baptized members participate in at least one activity per week at the church. This increase in activity would greatly stress our current facilities even without a substantial growth in membership.

V. AREAS OF FUTURE EMPHASIS

NOTES:

1. **SHADED AREAS ARE ACTIVITIES THAT ARE ANTICIPATED TO BE COMPLETED BY JANUARY 2008.**
2. **WHERE MORE THAN ONE MINISTRY AREA IS RESPONSIBLE FOR AN ACTIVITY, THE PRIMARY AREA IS IN BOLD PRINT.**

A. Growth in Faith, Discipleship and Servanthood

Growth in faith through spiritual nourishment will be key to our ministries. Through a deeper understanding of Jesus, the scriptures and each other we can build this community of believers. Adult education will be a keystone for deepening our faith. Our spiritual life must be nourished regularly by the Word of God through worship, prayer and study. As members grow in their personal journeys with the Lord the natural outcome will be to serve the Lord at Holy Trinity Lutheran Church and throughout the community. This growth in faith will foster efforts of service and discipleship. The goals related to Growth in Faith, Discipleship and Servanthood are:

Goal 1: Grow Our Discipleship - Establish discipleship as a lifelong faith journey.

<u>Activities</u>	<u>Responsibility</u>	<u>Target Completion</u>
1. Evaluate all existing education programs to	Faith	1/1/08

determine which programs should be expanded and which programs should be cut back or eliminated and take appropriate action.	Formation	
2. Develop three new education programs on discipleship that are available to the congregation at Holy Trinity Lutheran Church or within the Ankeny community.	Faith Formation	1/1/10
3. Increase participation in ministry programs (adult education, youth education, and Small Groups) by 10% a year for each of the next three years.	Faith Formation	1/1/10

Goal 2: Grow Our Service to God – Help people discover their gifts from God and how to use them.

<u>Activities</u>	<u>Responsibility</u>	<u>Target Completion</u>
1. 40% of the adult members will have completed the Spiritual Gifts Survey by 2010. Completion of the survey will be by website, by mail or by attendance at an education program.	Congregation Life	1/1/10
2. Utilize the information from the Spiritual Gifts Survey to contact each new member six months after joining Holy Trinity Lutheran Church to determine if they have been contacted to serve.	Congregation Life Faith Formation	1/1/08
3. Survey all members that have joined Holy Trinity Lutheran Church within the last five years to determine if they have experienced the opportunity to grow in their service to God since joining our church. Make any changes necessary to assure that the program is meeting its purpose.	Congregation Life	7/1/07

Goal 3: Grow Our Worship and Music Life – Enhance and grow our worship and music ministries. Thirty per cent of our baptized members will worship weekly by 2010 with thirty-two per cent of baptized members worshipping weekly by 2015.

<u>Activities</u>	<u>Responsibility</u>	<u>Target Completion</u>
1. 50% Of our members will participate in at least one activity per week at Holy Trinity Lutheran Church.	Worship	1/1/10

2. Children's sermons will be presented at least ten times a month at various services.	Pastors	1/1/08
3. Evaluate opportunities for drama participation at normal services and implement a program to provide at least two opportunities a year.	Worship	1/1/08
4. Thirty percent of our membership will attend worship services each week.	Worship	1/1/10
5. Evaluate the times of worship and educational programs in order to encourage a better distribution of attendees.	Worship Faith Formation	7/1/07
6. Evaluate Saturday Worship service as to time, music and format utilizing a task force of Worship Board and Saturday night worshippers.	Worship	7/1/07

Goal 4: Grow Our Missions – Actively seek out local and global mission opportunities.

Activities	Responsibility	Target Completion
1. Establish one new outreach program each year to meet the needs of the Ankeny and one new program each year to meet the needs of people outside of the Ankeny community.	Church in Society Faith Formation	1/1/10
2. Establish three new formalized programs for children to be involved in a mission in developmentally appropriate ways (time spent volunteering, collecting food/clothing, etc.).	Church in Society Faith Formation	1/1/09
3. Financially support two mission trips for congregational members.	Church in Society Operation Support	1/1/10
4. Expand the number of churches in the Ankeny support network to include churches from three neighboring communities.	Church in Society	1/1/09
5. The Tanzanian relationship will be expanded so that members of our partner congregation will visit Holy Trinity Lutheran Church and Ankeny.	Church in Society	1/1/08

B. Growth in Evangelism

A natural outcome of our growing faith will be exercising the opportunity to share our faith with our neighbors, friends, coworkers, acquaintances, and any others we meet on our daily walk with God. The goals related to Growth in Evangelism are:

Goal 1: Grow Our Outreach Program – Outreach programs are the foundation for attracting new members and invigorating inactive members of our church.

<u>Activities</u>	<u>Responsibility</u>	<u>Target Completion</u>
1. Implement a program that sponsors one “social” event each year for neighborhood residents.	Evangelism	1/1/08
2. Develop a program to make personal contact with at least 50 un-churched residents of Ankeny and the surrounding area.	Evangelism	1/1/08

Goal 2: Grow Our Opportunities of Welcome – Holy Trinity Lutheran Church has a large number of visitors at its worship services. This provides an excellent opportunity to reach out to welcome potential new members.

<u>Activities</u>	<u>Responsibility</u>	<u>Target Completion</u>
1. Develop a formalized program for contacting at least eighty per cent of all visitors to Holy Trinity Lutheran Church within two weeks of their visit.	Evangelism	1/1/10
2. A plan will be developed that provides personal contact to at least 50 inactive members of the Church each year.	Evangelism	1/1/08

Goal 3: Grow Our Hospitality – The large size of our congregation makes it very difficult to know all members on an individual basis. Our congregation needs to continually work to make hospitality an integral part of our daily church life.

<u>Activities</u>	<u>Responsibility</u>	<u>Target Completion</u>
1. Offer three family activities a year which would create new opportunities for members and potential members to gather together.	Faith Formation Operation Support	1/1/09

	Evangelism	
2. Ask all members to attend a different worship service than they normally attend twice a year in order to get to know other members of our church.	Worship Operation Support Evangelism	1/1/08

C. Growth in Stewardship and Financial Giving

We have a wonderful mix of members with diverse talents, abilities and gifts. We should encourage the members to use these God-given abilities in service to the Lord. Emphasis should continue to stress that stewardship is being good stewards of all of our spiritual gifts (time, talents, money, etc.). One way to best utilize the gifts of our members is to help people discover their gifts and how they can be applied in service to God. The goals related to Growth in Stewardship and Financial Giving are:

Goal 1: Grow Our Giving of Time and Talents –It is imperative that we encourage the members of our congregation to increase their giving of their time and talents in order to assist the church in fulfilling its mission.

<u>Activities</u>	<u>Responsibility</u>	<u>Target Completion</u>
1. Present two programs per year that stress the giving of time and talents as an integral part of our Stewardship Program.	Operation Support	1/1/08
2. Present two sermons a year that discusses Stewardship primarily in terms of Time and Talents.	Operation Support	1/1/08

Goal 2: Grow Our Financial Giving - It is equally important that we consider tithing as a goal for our members. For those who cannot tithe then their goal should be to increase their giving regularly and move towards tithing.

<u>Activities</u>	<u>Responsibility</u>	<u>Target Completion</u>
1. Fifty per cent of our members will increase their giving each year.	Operation Support	1/1/10
2. The number of member/families that formally pledge financial support will grow by ten per cent each year.	Operation Support	1/1/10

D. Growth in Personal Connections

Many new people have joined us in the past few years. It is important to get members involved and connected to the daily life of our Church. New opportunities are needed for people to join, participate and belong within our larger congregation. Small group ministry will be one of the ways which ministry, outreach, spiritual growth, education and evangelism are accomplished at Holy Trinity Lutheran Church. The goals related to Growth in Personal Connections are:

Goal 1: Grow our Small Group Ministry - Provide new opportunities for all members to be actively connected with the church. New small groups may need to be formed in addition to enhancing existing opportunities for members to become more connected with the church.

<u>Activities</u>	<u>Responsibility</u>	<u>Target Completion</u>
1. Develop a program that clearly develops formal expectations and standards for all "Small Groups" and then evaluates existing Small Groups against those criteria.	Congregation Life	1/1/08
2. Increase total Small Group participation by ten per cent each year.	Congregation Life	1/1/10

Goal 2: Grow Our Church Family - Ensure that all members are made to feel welcome as valued members of our church family.

<u>Activities</u>	<u>Responsibility</u>	<u>Target Completion</u>
1. Develop a sponsorship program in which existing church members will assist new members throughout their first year of membership after joining Holy Trinity Lutheran Church.	Evangelism	1/1/08
2. Create two new opportunities per year for children to gather outside of their regular church school curriculum.	Faith Formation Congregation Life	1/1/09

Goal 3: Grow Our Physical, Emotional and Spiritual Health - Become a wellness center where people come together often for prayer, worship and spiritual inspiration.

<u>Activities</u>	<u>Responsibility</u>	<u>Target Completion</u>
1. Plan, create and implement a congregation wellness activity that brings members of all ages together.	Church in Society	1/1/09

2. Evaluate establishing “prayer groups” to see if they are needed to meet the needs of the congregation.	Church in Society	1/1/08

E. Growth in Operational Effectiveness

In order for Holy Trinity Lutheran Church to be successful in the future, it is necessary that we grow our abilities to meet the needs of our congregation as well as the needs of existing and new residents of our community and surrounding areas. The goals related to Growth in Operational Effectiveness are:

Goal 1: Grow Our Leadership – Holy Trinity Lutheran Church will continue to face leadership issues of both staff and laity over the next several years. An effort must be made to actively develop leaders within both of these areas to assure that appropriate leadership is always available to help lead and direct the church. This development can take the form of formalized training programs as well as informal education sessions conducted by the church.

<u>Activities</u>	<u>Responsibility</u>	<u>Target Completion</u>
1. Develop a “General” education program on the role of lay leaders within the Church and offer this program twice a year for people who have expressed an interest in leadership and for those who have been recruited for leadership roles.	Faith Formation	1/1/08

	<u>Responsibility</u>	<u>Target Completion</u>
2. A formal education program on church leadership will be developed and presented for all Church Council members, chairs and co-chairs of the standing ministry areas and ministry team leaders.	Faith Formation	1/1/08
3. A written Job description will be developed for each leadership role within the church structure. These job descriptions will be posted on the Church’s website and at a central location within the Church.	Faith Formation	1/1/08

Goal 2: Grow Our Communication – Implement new methods of communication to help enrich the spiritual life of our members as well to ensure that our membership is well informed about church activities.

<u>Activities</u>	<u>Responsibility</u>	<u>Target Completion</u>
1. An arrangement with an expert in the field of communications will be developed to have all of	Operation Support	1/1/08

our communication tools evaluated.		
2. An internal and external communication plan will be developed and shared with the congregation.	Operation Support Faith Formation	1/1/09

Goal 3: Grow Our Programs And Ministries – Holy Trinity Lutheran Church has a worship history that includes strong, vital preaching by the ministry team including three types of services as well as four different weekly services to meet the needs of its members. Holy Trinity Lutheran Church must maintain this tradition and expand on it. Future needs may include additional services at non-traditional times as well as further non-traditional services that speak to a diverse audience. Our current programs include a strong church school program for children, a growing adult education program, small groups, youth ministry, parish health, women’s ministry as well as many more. To encourage spiritual growth, additional programs and outreach opportunities are needed to engage all members of our congregation.

<u>Activities</u>	<u>Responsibility</u>	<u>Target Completion</u>
1. One new program for the “youth” of our church and one new program for the “senior” members of our church will be added each year to our standing programs.	Faith Formation - youth Church in Society - senior	1/1/10
2. Develop two new children’s programs in conjunction with other local churches.	Faith Formation	1/1/09

Goal 4: Grow Our Technology – With the rapid growth in new technology, it is imperative that a concentrated effort be initiated to determine what technology should be implemented to improve worship services, educational programming and business operations.

<u>Activities</u>	<u>Responsibility</u>	<u>Target Completion</u>
1. Develop and implement a short-range plan to contract for technology expertise to setup, manage and coordinate the use of technology in the Sanctuary, the Fellowship Hall and the Office.	Worship Faith Formation Operation Support	1/1/08
2. A long-range technology plan will be developed to cover all areas of the operations of the Church.	Operation Support Faith Formation Worship	1/1/09

F. Growth in Our Facilities

Forward Planning recognizes that continued growth will challenge our church facilities to meet the needs of our members over the next few years. Some of these future challenges may include: adequate worship space, appropriate number of worship services, additional worship opportunities at non-traditional times, ability to park within a reasonable distance of the building, and ability to have church school programs at a time convenient for the parents. The goals related to Growth in Our Facilities are:

Goal 1: Grow Our Facilities as God's Ambassadors – Use our facilities to promote outreach, to support community needs and to be a leader in service to the community.

<u>Activities</u>	<u>Responsibility</u>	<u>Target Completion</u>
1. Evaluate usage of our current facilities to determine if we could host new community activities on an ongoing basis to attract new members to our church.	Council	1/1/08
2. Develop a plan that makes our facilities available to outside organizations on a single use basis.	Council, staff	1/1/08

Goal 2: Grow Our Facilities to Meet the Needs of Our Members – Implement a program to add new or renovate existing facilities meet the worship, educational and activities needs of the congregation.

<u>Activities</u>	<u>Responsibility</u>	<u>Target Completion</u>
1. Appoint a Long Range Facilities Planning Committee to develop a plan to meet our facility needs for at least ten years.	Council	7/1/07
2. Perform a space needs analysis to determine the current space needs of our church and make arrangements to see that short range needs are being met.	Operation Support	1/1/08