



Penn Central Conference of the United Church of Christ
Strategic (Missional) Plan Overview
2017-2020

Vision:

United in Christ's Love, we are...

CONNECTED ♦ ENGAGED ♦ TRANSFORMED

Mission:

Penn Central Conference...

... where congregations passionately declare
and demonstrate the courageous love of Christ

Core Values:

United in Christ's Love, by...

Covenantal Connection
Compassionate Justice
Collaboration and Cooperation
Change and Transformation

Strategic (Missional) Plan Goals

(detailed accompanying action plans for each goal are available in the Strategic Plan document available on our website under Welcome to PCC: https://pccucc.org/wp-content/uploads/2018/02/PCC_2017-2020-Strategic-Plan.pdf)

1. Overall church revitalization, including emphasis on small and rural churches
2. Clergy and lay leadership development
3. Fund and donor development
4. Leadership to address community needs and justice issues

Current Snapshot (Overview) of Penn Central Conference

- 184 churches
- 400 authorized ministers
- 32,000 members
- 8 Associations
- 9 Conference staff members
- Based on number of churches, Penn Central is ranked #7 out of 38 UCC Conferences nation wide

Please note:

Over the next three (3) years, ongoing conversations will be scheduled to discuss the Strategic (Missional) plan with our Associations and congregations. Discussions will include -- but are not limited to -- the proposed realignment of the Associations.

Below is a summary of the initial realignment proposal:

Proposal to realign to 4 Associations/Regions

- Each new Association would have an average range of 40-50 churches
- The realignment would create a diverse mix of large and small congregations (and in some settings a mix of rural and urban churches)
- Using the Plan B proposal, the following Associations would be combined:
 - Central and Northern
 - Lancaster and Lebanon
 - York and Harrisburg
 - Mercersburg and Gettysburg

We Heard from You...

- Uncertainty about a clear purpose and mission in Associations and congregations
- Fewer volunteers (clergy and lay) are available for positions (e.g. COM)
- Current activities need re-booting to engage interest of local churches (in some areas there is low attendance at Association events)
- Some Associations express a sense of disconnect with local churches

What are we trying to address?

- How do we work collaboratively to strengthen our local PCC churches to engage in vital ministry and mission that brings glory to God?
- How do we re-imagine our future and engage adaptive change?

Our hope from this proposed realignment of Associations is to:

- Work collaboratively to strengthen the ministry and mission of our congregations
- Assist struggling congregations
- Encourage and engage the rich diversity that is present in our congregations
- Provide new perspective and options to enliven our congregations
- Allow more uniformity in the work of Committees on Ministry as they adopt the changes in the Manual on Ministry (MOM) and other UCC resources
- Inspire Associations to engage discernment conversations about their purpose and mission for this time in our history
- Empower creativity and increased collaboration among the churches of the new Associations

"There is one body and one Spirit, just as you were called to the one hope of your calling, one Lord, one faith, one baptism, one God and Father of all, who is above all and through all and in all... we are members of one another."

PENN CENTRAL
CONFERENCE
OF THE
UNITED CHURCH OF
CHRIST



STRATEGIC (MISSIONAL) PLAN
2017-2020

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VISION STATEMENT

United in Christ's love, we are...

CONNECTED to God, neighbor and each other

ENGAGED in serving the needs and ensuring justice in our community and the world

TRANSFORMED by Christ's love to create a better future for all creation to flourish

Ephesians 4: (4-6, 25b)

"There is one body and one Spirit, just as you were called to the one hope of your calling, one Lord, one faith, one baptism, one God and Father of all, who is above all and through all and in all...we are members of one another."

MISSION STATEMENT

Penn Central Conference ***where congregations passionately declare and demonstrate the courageous love of Christ:***

- Actively engaged to seek and serve the needs of our local community and the world
- Living, loving and learning together to be Christ's disciples
- Embracing bold and transformative change that leads to a better future

CORE VALUES

United in Christ's love by:

- Covenantal Connection
- Compassionate Justice
- Collaboration and Cooperation
- Change and Transformation

OVERVIEW

HISTORY

We, the 188 Penn Central Conference member churches with close to 40,000 members of diverse theological understandings are the local presence of the United Church of Christ. We are over 400 authorized ministers serving in various ministry settings, located in urban, suburban, small town and rural areas in Central PA from the NY to MD border.

As of December 2016, data from the Center for Analytics, Research and Data (CARD) reports that the United Church of Christ denomination is comprised of 5,000 churches and nearly 900,000 members.

With deeply embedded roots in the German Reformed Church, we are communities gathered together informed by the heritage of the creative spirit of William Penn and his experiment in religious tolerance and shaped the radical Mercersburg Theological movement of the mid-nineteenth century that emerged from our very own Lancaster Theological Seminary. This unique part of the Conference's history, "Mercersburg Theology," has greatly influenced the Reformed Church. Largely under the teaching of John Nevin and Philip Schaff at the Seminary, the movement emphasized the organic unity of the church, ecumenism, church liturgy and the sacraments. This continues to influence the worship and witness of congregations within the Conference.

Our Conference was officially constituted on September 18, 1962 and is comprised of the former Mercersburg, Lancaster, and Susquehanna Synods of the Evangelical and Reformed Church, and the Conference of Congregational Christian Churches lying within the geographical boundaries of the Penn Central Conference. We are people incorporated into thriving cities, small towns, rural farming communities, growing suburban areas, and beautiful mountainous regions - located within 20 counties throughout Central Pennsylvania. We look to find unity, connection, and blessing in all our diversity-

MINISTRIES and MISSION PARTNERS

Our core values stand in covenant with our United Church of Christ denomination. At the heart of our ministry, we are called to transform lives for Christ. We transform lives through the mission and ministry of our congregations, our outdoor ministries, global partnerships and advocacy.

We strive to offer an extravagant welcome. We extend this welcome to people in our own communities and around the world through disaster recovery, sustainable development, and refugee relief.

Open and Affirming Ministry (ONA)

The Penn Central Conference *Open and Affirming Ministry Team* is a group of interested individuals and congregational representatives who promote and encourage civil discussion about the Open and Affirming process and its related issues. We have over 15 churches in our Conference who are now ONA. We are a people seeking justice for all - that's the UCC's wider mission.

Outdoor Ministries

Penn Central Conference has long embraced the significance of outdoor ministries in the lives of campers. Many have heard Christ's call to discipleship and been led to ordained ministry through their outdoor ministry experiences. Hartman Center, our church camp located in Milroy, has been a channel for spiritual exploration in God's creation since 1933. In fall 2015, we embarked on new management of the camp with UCCR while retaining a part time coordinator to facilitate our Conference summer camping programs and youth retreats.

Disaster Response and Readiness

The Disaster Response and Readiness Ministry Team plans and executes Conference-wide mission trips to places such as Florida, New Orleans, and Nashville. They also provide training in Disaster Readiness, working cooperatively with local and regional government entities, and encouraging each congregation to have a Readiness Plan.

Green Justice

The Green Justice Team are people of faith responding to God's call to promote environmental justice through the Penn Central Conference of the United Church of Christ, and to assist our churches to become Green Justice Congregations. There are currently two UCC Creation Justice churches in our Conference.

Lancaster Theological Seminary (www.lancasterseminary.edu)

As a Conference, we are blessed to have the Lancaster Theological Seminary (LTS) within our geographical boundaries. A seminary of the United Church of Christ, LTS is a richly diverse and dynamic graduate school of theology with a mission to educate and nurture leaders to join in God's redemptive and liberating work so that all creation may flourish. The Theological Seminary is known for academic excellence, celebration of differences across Christian traditions, and creative engagement on issues important to our world.

Our clergy (whether alum or not), lay leaders, and youth within our Conference benefit from the many programs offered by the seminary. From the Summer Academy for clergy and lay leaders, to its many other programs and offerings, the seminary promotes a spirit of learning and connection to the entire Conference.

Dakota Partnership

This partnership team is charged by the Conference with maintaining a partnership between the people of our churches and the people of the Dakota Association, a Native American (Lakota) Association of churches on the Standing Rock and Cheyenne River Reservations in South Dakota and some adjacent areas. The partnership sends educational and work mission teams to the reservation communities, sponsors educational work at the Eagle Butte Learning Center, and seeks ways to encourage personal interactions between our Pennsylvania churches and the Lakota community.

Namibia Partnership

Penn Central Conference has enjoyed a partnership with the Namibian Synod of the United Congregational Church of South Africa since 1999. We have exchanged visitors from our churches over the years, have partnered with different congregations in a "Twinning" program, and have supported each other in prayer and outreach on a variety of levels, including our outdoor ministry programs.

UEK Partnership

The Penn Central Conference has a formal partnership with the Evangelical Church in the Rhineland and the Evangelical Church in Berlin-Brandenburg. This is done through mutual participation in colloquies and periodic official visits promoting knowledge and relationships. The UEK Ministry Team also provides workshops at Conference Annual Meeting to engage congregations in understanding this partnership and responds to inquiries from German churches/pastors.

PA Academy of Ministry

This program is designed to offer enrichment, discernment, and education for lay persons, to equip and empower them for discipleship within the Church and in daily living. This program is sponsored by the Tri-Penn Conferences of the United Church of Christ.

Hoffman Home for Youth: A comprehensive psychiatric care facility for emotionally and behaviorally troubled children and their families. (www.hoffmanhomes.com)

Bethany Children's Home: A residential home for children located in Womelsdorf, PA. (www.bethanyhome.org)

Phoebe Ministries: A multi-facility organization specializing in health care, housing and support services for older persons throughout eastern and central Pennsylvania. (www.phoebe.org)

UCC Homes: Provides care and service to elders through acts of love and compassion. (www.ucc-homes.org)

BACKGROUND INFORMATION (from Final Self Study Report 2015, prepared by Rev. Dr. Dave Bushnell)

In the spring of 2014 the PCC Conference Board of Directors voted to appoint a Strategic Planning Committee (now called the PCC Self Study Task Force) “to plan and carry out a process of assessment of the Penn Central Conference to determine its future direction, leading to recommendations for the organization of Associations and Conference staff, and the search for the next Conference Minister. This study shall be led by an outside consultant hired by the Board of Directors.” (Paraphrased from Board minutes.)

In the fall of 2014, the Self Study Task Force was expanded to include members of the Board of Directors as well as other members at large. Just last month, members of the Conference Minister Search Committee were also added to the Task Force.

Jim Hanna and Barry Frey from the Samaritan Counseling Center have been the outside consultants. They have helped the Task Force use and interpret data gathered by three assessment tools developed by Holy Cow! Consulting. One questionnaire was specifically designed for Conference staff; one was designed for the Board of Directors; the questionnaire called Landscape® had the largest distribution. It was completed by 817 people (595 Consistory/Council members; 131 clergy serving local churches; 17 clergy in other ministry settings; 43 retired clergy; 7 Conference staff; 24 Conference Commission members).

Much of the information shared in this report comes from the data from the Landscape® questionnaire at a Findings Retreat led by the consultants at the end of April. Retreat participants included: the Board of Directors, the Conference staff, the Self Study Task Force, and officers from Associations of PCC.

Some Landscape® questions helped develop an understanding of satisfaction and energy for the work of the PCC. Responses by the Conference staff and the Board of Directors reflected a readiness and need for change. Clergy and Consistory/Council members were at a slightly different and more static place (status quo).

The consultants suggested 5 things (drivers) that seem to matter most to the members of all the PCC groups surveyed:

- Develop a Shared Vision
- Spirit of Involvement
- Leaders Seek Input

- Provide Help in Dealing with Change
- Help Churches Become Vital and Effective

One of the immediate tasks facing the Self Study Task Force is to develop a Shared Vision. Our consultants describe this as “Answering the Question, ‘Why?’” (What is the “Why?” of PCC -- What is our central purpose?) Jim Hanna suggested we look at a book by Simon Sinek titled, Start With Why. Sinek can be heard giving several TED Talks at www.ted.com.

In his book, The Fly in the Ointment, J. Russell Crabtree, a Presbyterian minister and founder of Holy Cow! Consulting writes, “if systematic change is going to occur, not just for a few churches, but for the majority, the locus of that change will need to be (in the UCC) the Conference”. He then writes, “The goal of this redevelopment effort would be to create transformational Conferences. The sole, strategic thrust of a transformational Conference is the enterprise of developing healthy, vital congregations. Creating this kind of Conference will require more than a vision statement; it will require a total realignment of the system including organizational culture and structure, redefining what leader’s value and do, restructuring revenue streams, reallocating resources, reshaping communication process and content - literally rethinking every aspect of a Conference’s life.”

At the above-mentioned Findings Retreat with the consultants, we looked at suggested priorities for the Conference from the various groups surveyed (i.e. clergy and Consistory/Council members etc.). There was a great deal of similarities in the lists of priorities. Here is a list of five future priorities of PCC:

- 1) Equip churches with strategies to reach new members.
- 2) Work with churches that are struggling.
- 3) Equip churches to help members become growing and vital disciples.
- 4) Help churches become more responsive to issues, such as pastoral transitions and financial issues.
- 5) Equip churches to be more effective addressing issues of the surrounding community.

The data gathered by the Self Study Task Force overwhelmingly points to vital local congregations and strong leadership, clergy and lay. The Task Force has learned that “synchronization” means that all aspects of the Conference needs to be headed in the same direction. This will take a special kind of Conference leadership. The future work of the Self Study Task Force and the Board of Directors will be to identify the skills and values for that Conference leadership.

GOVERNANCE

Penn Central Conference is in covenant with the eight Associations within our Conference. We organize our community under a Board of Directors, with representation from each Association. The Board of Directors are responsible for overall policy and administration. We come together every June for Annual Meeting to share in the spirit, vision and business of the Conference. Currently our Board of Directors is made up its officers (President, Moderator, Assistant Moderator, Secretary and Treasurer) and three delegates from each Association (two lay and one clergy). The Board has four committees:

- Strategic Planning Committee
- Finance Committee
- Personnel Committee
- Hartman Center Committee (*liaison between UCCR and PCC Board of Directors*)

The Board is assisted by two types of Commissions, elected and delegate, which oversee the program and procedures of our Conference and several ministry teams.

The Elected Commissions include the following:

- **Communications:** disseminates information and promotes Conference ministries
- **Judicial:** interprets and reviews Bylaws, renders opinions on matters referred
- **Hartman Center Advisory Council:** oversees programming and fundraising for Hartman Center to promote outdoor ministry
- **Theological:** provides forum for exploring theological and ecumenical issues

The Delegate Commissions include the following:

- **Commission on Ministry (formerly Church and Ministry):** coordinates standing, support and discipline of clergy and congregations
- **Nominations:** nominates persons to Conference, General Synod and other groups

We are currently exploring approaches to improve the overall functioning of the Board of Directors which include streamlining decision making in ways that helps the Board to focus on setting strategic direction for the Conference.

ASSOCIATIONS

The Northern Association is located in the mountainous far northwest corner of the Conference. There is a feeling of family within and among its 19 churches, most of which are small and rural congregations scattered along its valleys. Hartman Center, our church camp, is located here. Penn State University, also located here, adds a mix of collegiate culture to the otherwise rural character of the Association.

The Mercersburg Association is comprised of 23 congregations spread over 4 counties in the southwestern section of the Conference. The UCC-affiliated Mercersburg Academy is located here, serving approximately 440 students in grades nine through 12. Marshall College was founded in this area in 1836. In 1837, the Reformed Theological Seminary was in Mercersburg and remained there until relocating to Lancaster in 1871.

The Gettysburg Association is comprised of 22 churches located in Adams and the southwest corner of York counties. Hanover is the largest town and is known as the snack food capital of the world. Industries include tourism and fresh & processed fruit and poultry products. The area has many golf courses, a ski area and a growing wine industry.

The York Association has 28 churches and is the second largest Association in the Conference, with churches located in both city and rural settings. An active communication and social media ministry keeps congregations informed and connected. The area boasts many opportunities for education and the arts at places like York College, Penn State-York and the Strand-Capitol Center.

The Lancaster Association is formed by 23 churches located across Lancaster County. Lancaster Theological Seminary is located within this Association and a large percentage of the seminarians serve as Members in Discernment (MIDs) in congregations of the Association. Many retired clergy and faculty are also active in congregations of the Association.

The Lebanon Association of the United Church of Christ consists of 20 small to medium sized churches with a Pennsylvania Dutch heritage, nestled in Pennsylvania's "Lebanon Valley." Many of the neighbors to these churches are from the Mennonite, Brethren and Amish background.

The Harrisburg Association includes 15 churches located in Dauphin County and Cumberland County. Even though the Association is divided north from south by a large ridge called Peter’s Mountain, and “East shore” from “West shore” by the Susquehanna River, Harrisburg Association’s churches and clergy enjoy excellent fellowship and collegiality.

The Central Association is located in the north central part of the Conference. It includes 38 congregations, with many located in rural areas and two located in college towns. The Association has the highest percentage of licensed ministers serving congregations. A local Resource Center is maintained for use by the congregations.

PROPOSED ASSOCIATION REALIGNMENT

Through re-imagining new geographical alignments and collaborative opportunities, realignment of eight (8) Associations into four (4) larger Associations/Regions is currently being considered. Each of the new Associations/Regions would have parity with the number of churches. This new structure would serve to further strengthen our churches, add synergy and optimize resources across the Conference.

The proposed realignment will optimize:

- Diversity with the exposure to both urban and rural settings, adding a variety of perspectives
- Resources through collaboration and cooperative efforts between large and small congregations
- Our connection to each another through formation of groups which enhance mission, community outreach and fellowship

Proposed Associations/Regions

Upper (50 churches)
 Central (50 churches)
 South East (48 churches)
 South West (40 churches)

Former Associations

Northern and Central
 Harrisburg, Lebanon, Mercersburg
 York and Lancaster
 Gettysburg, parts of Mercersburg

Rationale for the realignment:

- Encourage the new Associations to consider what their role is in the life of their congregations and their communities
- Inspire more creativity and connection among the churches of our new Associations
- Allow more consistency for the work of the Committees on Ministry in authorizing ministers for ministry

- Champion the changes that are coming for the work of the Committees on Ministry
- Encourage more clusters in local geographical areas to enhance collaboration and local church cooperation for: ministeriums, community outreach, youth groups, co-ops and other interests
- Right size Associations to better meet the need for increased efficiency, leadership and operational structure to help local churches
- Encourage the rich diversity present in these new alignments - to assist congregations seeking new perspective and options
- Utilize the gifts of our PCC staff and leaders most effectively

Philippians 4:8

“Finally, whatever is true, whatever is right, whatever is pure, whatever is lovely, whatever is admirable—if anything is excellent or praiseworthy—think about these things... (and) put it into practice.”

Conversations about the proposed changes will be facilitated with current Associations and periodically with the proposed realigned grouping of Associations. This will occur over the next three years.

CONFERENCE STAFF

Our clergy staff possess several years of ministerial experience, inside and outside of Penn Central Conference, as well as robust experience as educators, leaders and members of the United Church of Christ. They are committed to serving and connecting the clergy, congregations and churches of Penn Central Conference.

Unlike the previous model of regional/Association assignments for each clergy staff, our staff currently function as specialists in their field and are responsible for serving all the churches and Associations in the Conference. We continue to evaluate the current staffing model to ensure that it serves to faithfully fulfill our mission and vision.

Here's a brief overview of the responsibility and tenure of our staff:

Rev. Dr. Monica Dawkins-Smith

Conference Minister and President (CMP) is a full-time position (hired October 2016) and is the chief executive and administrative officer.

While the CMP focuses on the congregations and ministries of the Conference for approximately 80 percent of her/his time, the CMP also represents the Conference and its vision to various constituencies. This includes the national setting of the United Church of Christ as well as the ecumenical church and judicatories in this region.

The CMP also represents the Conference in relating to affiliated educational and community service ministries. The CMP is responsible for general supervision of all staff and works to ensure the financial long term security of the Conference. She works with the Board of Directors and Finance Committee to establish sound practices of stewardship regarding the Conference's property and long-term investments. She creates a well-prepared, balanced, diverse, and effective board that operates by contemporary principles of non-profit governance and ethics.

Rev. Dr. Laurene Bowers

Associate Conference Minister (ACM) for Congregational Vitality (hired in 2011) is a full-time position helping congregations pursue congregational vitality through engaging discipleship and outreach.

Rev. Betsy Bruaw

Associate Conference Minister (ACM) for Congregational Discernment (hired July 2016) is a full-time position responsible for the Search and Call process of Penn Central Conference. Seeing beyond the traditional ideas of placement, she helps

congregations identify their unique ministry opportunities and gifts for ministry. The search for new pastoral leadership would then be part of the discernment process. She also works to identify and support interim ministers.

Rev. Nora Foust

Associate Conference Minister (ACM) for Ministerial and Congregational Excellence (hired August 2016) is a full-time position responsible for the Authorization for Ministry process within the Conference. This involves working primarily with Association Committees on Ministry, Members in Discernment, Periodic and Fitness reviews, as needed, facilitating Boundary training and providing congregations with Situational Support Consultations.

Wendy Hepler

Administrative Assistant is a full-time position (hired Jan 2008). The Administrative Assistant provides essential support services to the Conference Minister, and overall Conference administrative and financial operations.

Stephanie Rader-Titzel

Generosity and Communication Director is a full-time position (hired April 2017) responsible for strategies and activities that help advance the Conference mission including fundraising / donor development, communication, special events, and volunteer management. The Generosity & Communication Director ensures that all strategies and activities are designed and implemented in concert with the Conference's overall plans, goals, and activities.

PART-TIME STAFF

Rev. Patty Dodds

Coordinator of Camps/Retreats/ Youth Ministry (hired November 2015) is a part-time position and is responsible for outdoor ministry programs related to summer camp and youth retreats.

Rev. Richard Luciotti (*retired clergy*)

Facilitator of Care to Clergy and Clergy Families (hired April 2016) is a part-time position and is responsible for facilitating care for clergy and their families by identifying and training volunteer chaplains in each Association.

Janice Mountain

Receptionist/Profile Coordinator is a part-time position (hired 2000) which provides essential support services to Associate Conference Ministers, especially to the authorization and the search and call process in the Conference.

STRATEGIC PLAN

GOALS, OBJECTIVES AND ACTION PLANS

Based on key learnings from the self-study and by observing current trends in the UCC and mainline Protestant churches, the following 4 goals emerge as priorities for Penn Central Conference:

- 1) Overall church revitalization, including emphasis on small and rural churches
- 2) Clergy and lay leadership development
- 3) Fund and donor development
- 4) Leadership to address community needs and justice issues

Goal #1: FOCUS ON OVERALL CHURCH REVITALIZATION, INCLUDING AN EMPHASIS ON SMALL AND RURAL CHURCHES

Objective: Beginning in 2017, PCC will organize and implement workshops, seminars and meetings in local churches with clergy and congregational leaders to develop strategies for assessing congregational vitality and ways to reach out to new members

(2017-2020 Investment: \$6,000- \$8,000)

- Develop and train Association/Regional Vitality teams, comprised of lay and clergy, to work with local churches
- Work collaboratively with Associations to sponsor and promote Conference led workshops for their churches
- Establish and train team of "mystery guests" to visit and provide feedback about church hospitality and overall welcome
- Discern strategies and fiscal plans for supporting new church starts (or adopting/affiliating new churches), revitalization efforts and other innovative ministries
- Continue to host Clergy Leadership Series of workshops quarterly

Goal #2: FOCUS ON CLERGY, LAY AND BOARD OF DIRECTORS (BOD) LEADERSHIP DEVELOPMENT

Objective: Beginning in 2017, PCC will develop strategies for creating healthy clergy leaders and congregational leaders through collaborations with National setting and partnerships with local organizations

(2017-2020 Investment: \$14,000 -\$18,000)

Clergy

- Designated pastoral leaders with specific gift sets and expertise will be identified to guide congregations through a specific need or period
- Pastoral Relations Committees will be established in congregations to strengthen relationships and communication between clergy and parishioners
- Prepare a network of Licensed and other authorized ministers as supply or designated clergy to serve during pastoral transitions
- Facilitate clergy care and families support networks (e.g. Communities of Practice, quarterly clergy worship services) to provide spiritual nurture and support
- Develop approaches to enhance recruitment, retention and leadership development of clergy
- Explore a creative partnership with Lancaster Seminary to invite seminarians to serve internships at churches while earning field education experience and credit. Seminarians will be supervised by a trained field-ed clergy. Small churches will have the opportunity to serve as centers of education for new clergy
- Explore alternative models for meeting the needs of both clergy and churches, e.g. assign clergy to serve 2 churches that are in close proximity. This provides staffing for smaller churches and potential fulltime employment for clergy

Lay Leadership for Congregational Ministry

Develop programs to empower and enhance lay leadership in congregations:

- Work with PA Academy of Ministry (and Lancaster Theological Seminary) to train lay leaders in evangelism, and prepare them for multiple paths to ministry and/or ordination, and other aspects of church life
- Provide annual training for Consistory/Council leaders, Pastoral Relations Committees, Church secretaries, Church treasurers and Caring Teams (e.g. Stephen Ministry)
- Provide lay leaders boundary training
- By late 2017, expand the current Clergy Leadership Series to include lay leadership training and webinars
- Provide access, via technology, to training and other resources (additional tech/media infrastructure resources may be necessary)

Congregations

- Develop a *Church Resource Offering* (CRO) document that outlines the resources and tools available through the Conference Office. This document will be distributed to churches and Associations, and can be accessed via our Conference website
- Provide access, via technology, to training and other resources
- Before multiplication can occur, it is important that we first grow healthy pastors and congregations. To facilitate this, a series of boundary and spiritual growth training for clergy AND lay leaders will be held 3-4 times per year. New formats/models (e.g. shorter and more frequent training sessions) will be developed to engage relevant and challenging topics of interest to clergy and lay leaders
- Work with COMs and MESA to address authorization needs and issues, using standardized guidelines, in a timely manner
- Work with Samaritan Counseling Consultants to facilitate congregational training in Safe Church and other congregational vitality assessments
- Work with the National setting and other Conferences to identify or create additional leadership training opportunities
- Develop a coordinated Conference wide online and social media strategy by working collaboratively with the Communication Commission and Communication point-persons across all Associations (additional tech/media infrastructure resources may be necessary)

Board of Directors

- Establish a new process and Board Development Committee to work closely with Association Nomination Committees to provide more specific guidelines for identifying candidates for the Board of Directors
- Develop a new board member orientation process
- Provide ongoing Board education
- Develop strategies for streamlining Board meetings, and increasing Board engagement in Conference mission and activities
- Shift Board focus to provide more strategic direction and guidance for the Conference

Goal #3: FOCUS ON FUND AND DONOR DEVELOPMENT

Objective: Beginning in 2017, PCC will develop strategies for fiscal growth and sustainability of local congregations and the Conference

(2017-2020 Investment: \$4,000 - \$6,000)

- Work collaboratively with clergy and lay leaders to foster a culture of generosity in congregations across all Associations
- Work with other Conference staff and congregational leaders to develop sustainable revitalization and fiscal plans
- Develop strategies and training programs for increasing generosity around Planned Giving, appreciated stock gifts, legacy gifts, online giving, fundraising, grants and grant writing (additional tech/media infrastructure resources may be necessary)
- Develop a Generosity plan that emphasizes ways to identify and build relationships with donors
- Consult with the National UCC Office of Philanthropy and Stewardship to identify helpful resources and to acquire a new donor database software

Goal #4: PROVIDE LEADERSHIP TO ADDRESS COMMUNITY AND JUSTICE ISSUES

Objective: Beginning in 2017, we will create opportunities to work more collaboratively with Associations, National setting and the wider church to cultivate discussions about how to engage and create meaningful impact in surrounding communities

(2017-2020 Investment: \$2,000 - \$4,000)

- Foster idea-sharing forums across Associations to engage local churches in creative thinking and community outreach
- Use MissionInsite to develop strategies for local and wider communities by pooling resources (e.g. forming cooperatives) and other creative/innovative ways
- Engage Conference-wide Ministry Teams and Commissions to identify and provide community leadership for major issues in the local community and world
- Partner with Center for Progressive Renewal (www.progressiverenewal.org), Clergy Leadership Program at Messiah College (www.messiah.edu/clp), and similar community organizations, to identify and train clergy for community engagement and public witness
- Recognize and share stories (or vlogs) of congregations engaged in community and justice issues (additional tech/media infrastructure resources may be necessary)

TIMELINE FOR STRATEGIC PLANNING PROCESS, ROLL-OUT and REVIEW

2015 Self-study results summarized and endorsed by the PCC Board of Directors

2016 Strategic Planning Taskforce assembled to develop a strategic plan

2017 Strategic plan finalized and rolled out

- May 31 - review strategic plan with Board of Directors to receive endorsement
- June 9 - roll out strategic plan at Annual Meeting to delegates
- Fall 2017 - Strategic Plan review for each Association
 1. Northern Association (hosted by Trinity UCC, Centre Hall)
 2. Central Association
 3. Mercersburg Association
 4. Gettysburg Association
 5. Harrisburg Association
 6. Lebanon Association
 7. York Association
 8. Lancaster Association

ONGOING ANALYSIS AND REVIEW

2018

- June 2018 - Review first 12-months progress and update/revise actions as needed

2019

- June 2019 - Review 2-year progress and update/revise actions as needed

2020

- January 2020 - Review and begin 5-year strategic planning process

ADDENDUM