

# Strategic Plan 2021

## Penn Central Conference

*The mission and vision of this plan are established for staff and officers of PCC from 2021 through 2023.  
The goals, objectives and responsibilities will shift as we move through the tasks each year.*

**Mission Statement:** *Proclaiming the wisdom of Jesus Christ and affirming our covenant with one another, the Penn Central Conference of the United Church of Christ guides and nurtures our clergy, congregations and covenanted ministries in discovering their God-inspired mission and a path for their future.*

**Vision:** Establish a Christ-centered culture of accountability in all covenantal relationships, excellence in lay and clergy leadership, and adaptability to changing circumstances.

<b>Vision Element</b>	<b>Goal</b>	<b>Objectives</b>	<b>Responsibility</b>	<b>Assessment</b>	<b>Details/Progress</b>
<b>Accountability</b>					
	Leadership strives to be as transparent as possible in communication, decision-making, financial reporting, and planning.	Provide regular Board Reports via e-news; Full budget presentation at every annual meeting, with questions solicited in advance	All Staff and Board Members	Reports in the e-news follow each Board meeting  Budget is sent out 30 days in advance of annual meeting	
	Ensure strategic plan includes measurement of goals and expectations	As we set goals, each one has a process or plan for assessment	Strategic plan task force	Assessment measures set	
	Communicate Strategic Plan progress on regular basis	Strategic Plan Task Force meets quarterly (month prior to board meeting) then reports	Strategic Plan Task Force	Task force meets; updated dashboard provided	

		progress to the board at next meeting.			
		Communicate Strategic Plan progress via email to the Conference every 6 months	Conference Minister		
		Report on strategic plan at Association fall and spring meetings and at association executive committee meetings	Association representatives who serve on the Board	Reports are on agenda and take place at each meeting	
		Report on strategic plan at Annual Meeting for all delegates	Strategic Plan Task Force		
	Model and encourage best practices of accountability at Conference Setting	Conference Minister reports to Association Presidents monthly	Conference Minister	Written report	
		ACM for Authorization provides report to Committees on Ministry as they meet	ACM	Written or oral report	
		Annual Evaluation of all staff	Personnel committee and Conference Minister	Evaluations completed in print and on file	
		Financial reporting includes impact on national and covenantal partners	Finance Committee		
		Financial information is accessible to wide	Finance Committee		

		audience by using visuals and narrative			
<b>Excellent Leadership</b>					
	Prepare leaders at Board setting	New and Old Board members receive education about Board service	Chair of Board (with invited guest e.g. Heather Kimmel)	Training happens at least once a year with 90% Board engagement	
	Build leadership capacity across congregations	CET works with congregations on planning, policy-making, structure, programming, or other needs.	ACM Marisa with CET	TBD by CET	
	Maintain Search & Call in size-appropriate ways	Explore creative options for small churches	ACM Marisa		Focus may be post-pandemic
	Seek and foster partnerships to share resources and expertise	Facilitate conversations between or among churches interested in shared ministry	ACM Marisa with CET	TBD by CET	
	Provide robust clergy continuing education	Provide unique boundary training sessions for clergy	ACM Nora	Facilitate up to 6 sessions to take place at up to 6 ministerium meetings; Offer 4 unique trainings annually	Assumes ministerium invitations
		Curate Continuing education opportunities	ACM Nora	Offer 4-6 unique continuing education events per year	Can overlap with boundary trainings

		Develop Anti-racism training modules for clergy	ACM Nora	Modules developed and one pilot launched by June 2022	May depend on national UCC curriculum on same topic (in development)
	Robust Clergy Support Mechanisms	Clergy Communities of Practice (for various types of clergy – FT, PT etc.)	ACM Nora	Create 1-3 new groups per year	
		Restructure COP program to provide stipends to trained facilitators	ACM Nora	Restructuring to be complete by Fall 2022	
		Support Group for Interim/Designated Pastors	ACM Marisa	Support group meets monthly	
	Provide Spiritual Care to Clergy and Families	Recruit pastors for every association to serve as chaplains	Ronnette	Each association has at least one clergy chaplain by June 2021	
		Develop clergy chaplain training	Ronnette	Four programs a year beginning in 2021	
		Curate resources for clergy chaplains	Ronnette	Create resource page on PCC website by June 2022	
		Provide pastoral care to PCC staff	Ronnette	Develop means of check in with all PCC staff (except CM)	

	Develop Lay Leadership	Develop COM training modules	ACM Nora	Lead training module 1-2 times per year	
		Church Empowerment Academy: Pastoral Leadership in the Midst and Aftermath of Pandemic	CET, Marisa	Pastor leads team of Lay leaders	
		Encourage and resource retreat options provided by lay & clergy leaders	Volunteer leaders (staff support only)	TBD by retreat organizers	
	Strengthen clergy-church-association relations	Establish more robust experience of Church-Association covenantal relationship	ACM Nora and COMs Report	Institute regular exit interviews by end of 2021; expand use of 3 & 4-way covenants in each association so that by June 2021 all newly placed clergy have one on file; Quorums are met at association meetings for full year by end of 2022; initiate use of Marks of a Healthy Expression of Local Church in 10 churches by end of 2022	
	Begin exploration of broader social justice	Utilize tools to identify areas of	Staff	Report back to PCC at regular intervals;	Creation Justice, CPONA, Mission Central included as

	goal for Conference as a whole	need/concern/passion in the Conference		Report to Conference by June 2022	conversation partners
<b>Adaptability</b>					
	Identify obstacles to meeting our mission, and respond  (examples: Covid; diminished number of church members, etc.)	Stay on top of societal trends; engage in regular reflection regarding trends and UCC statistics; develop new structures/policies to meet challenges	Staff and Board	Regular communication (e.g. enews, epistles) regarding trends; educational opportunities about obstacles and possible solutions	Involvement with Center for Analytics, Research, Data and Development (CARDD) of the UCC
		Evaluate by-laws and governance	CM and select Board members	By-laws revisions to Board meeting March 2021; to Annual meeting June 2021	
		Update Personnel Manual	Personnel Committee	Completed by end of 2021	
		Update PCC website with eye toward more integrated and user-friendly platform	Paul and assigned assistance	Launch by Summer 2022	
	Empower each staff person to fulfill the mission, values and goals through his or her unique position	Create annual expectations for each staff person directly related to strategic plan	Staff with Personnel committee and CM	Annual evaluations in written and oral form	
	Facilitate Outdoor Ministries Program	Create opportunities for camping, retreats and special programs related to Care of Creation	Outdoor Ministry Commission with OM	Adoption of new Vision and Mission; established camping program	

			Liaison and staff	with ELCA by summer 2021	
		Create liaison position between PCC and LCC (stipend)	CM and Finance Committee	In position by June 2021	
		Creation of funding plan for Outdoor Ministry activities	OM Transition Team and Finance Committee	Report to board for discussion by June 2021	
	Move toward Financial Sustainability	Complete Sale of Hartman Center	HC Sales Team	By end of 2021	
		Evaluate office space needs, make recommendation to the Board for approval and next steps	Staff and Finance Committee	By Fall of 2021	
		Restructure Endowment Strategy	Finance Committee & Treasurer	Within 6 months of sale of HC	
		Creation of Development Plan for OCWM	CM, staff and Finance Committee	By June 2021	Extra people needed (might need a task force or professional consultant)
		Provide Financial Projections Based on OCWM Trends	Finance Committee	Annually by June	