



Channing Memorial Church

**Strategic Goals Arising From the
Year of Decision**



Strategic Goals

Arising from the Year of Decision



- **Strategic Goals:**

- **Accomplishment supports achievement of our vision.**
- **Arise from Transition Team recommendations to Governing Board ratified by the Board in June 2007.**



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- **Strategic Goal 1:** Develop a 10-year strategic plan to set us on the path to realizing our vision.
 - **Objective:** Integrate Property Committee Master Planning and other planning efforts into Strategic Plan.
 - **Objective:** Develop plan and socialize it with Congregation during 2008 Annual Canvass.
- **Strategic Goal 2:** Review our governance structure and propose specific changes that will provide for effective governance capable of implementing and assuring a strategic plan to realize our vision over a period of 10-years.
 - **Objective:** By end of 2007, identify key church leaders (formal and informal) and conduct interviews, asking the following questions:
 - What kind of decisions do we make regularly?
 - How do we anticipate future decisions and challenges?
 - Who are Channing's decision-makers? What decisions do they make and how well do they make them? How well do we communicate and document decisions?
 - **Objective:** Form governance analysis team.
 - **Objective:** By spring 2008, complete analysis, identify opportunities for improvement, coordinate findings with strategic planning.



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• **Strategic Goal 3:** Develop over the next 3 – 5 years our shared ministry to ensure healthy progress and balance in the church’s four areas of growth.

- **Objective:** Committee on Ministry embrace task of continuous and systematic review of shared ministry in the Congregation.
- **Objective:** Expand participation in shared ministry including formal lay-leader development, expansion of Youth and Family Ministries, development of an Adult Enrichment Program, formation of a Worship Committee, formation of a Book Team.
- **Objective:** Develop and implement a time-phased plan to increase our staff to support our growing Congregation – to include hiring a Wedding Coordinator, increasing Sexton hours and duties, full-time Director of Religious Education, full-time Church Administrator, and full-time Director of Music.
- **Objective:** Develop and implement church policies and procedures to facilitate conduct of business and allow staff to use time most productively.
- **Objective:** Improve our “image” in the community including practical steps such as (1) improvement of signage, (2) purchase of projector and screen for use in public programs, (3) getting on Newport tourist map and holding more public tours, (4) development of a shared ministry brochure.
- **Objective:** Provide more resources to include: (1) paying fair share to BCD and UUA, (2) funding for lay-leader development programs, (3) subsidizing attendance at UU GA, increased music budget (up to 10% of total operating budget).



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- **Strategic Goal 4**: Develop a capital fundraising strategy that will provide resources to repair, develop, and sustain our properties to best meet the needs of our growing community and its expanding programs.
 - **Objective**: Create a committee to coordinate capital fundraising efforts and activities among committees and Congregation members to include:
 - Gathering information from other churches – locally and among UUA members on how they grapple with capital fundraising challenges.
 - Investigating and determining which historic designations we should apply for to facilitate capital fundraising. Apply for appropriate designations.
 - Investigating and determining the value of our assets and determine which should be leveraged to provide near-term capital if necessary.
 - Scheduling estate planning and tax planning information seminars the heighten Congregation awareness.
 - Identifying potential grant sources and submitting applications.
 - Organizing a capital campaign within the Congregation.
 - Realigning our annual fundraising efforts with the income tax season.
 - Promote a cultural shift within the Congregation to view fundraising holistically rather than discreetly, i.e. annual canvass and capital fundraising.