Voting Members Present: Amy Anderson, Wendy Bellus, Julie Carroll, Erin Davidson-Rippey, Jodi Gruening, Irene Hardisty, Matt Harvey, Lynn Hicks, Jeff Marks, John McCormally, Alex Moon, Sid Ramsey, Doug Rumple, Shari Simmons, Bonnie Sunderland, Elizabeth Talbert, Lorna Truck, Linda Wilker

Voting Members Absent: Fritz Craiger, Lori Fenton, Eliza Ovrom

Others Present: Nancy Anderson, Rex Anderson, Aaron Baker, Caroline Bettis, Nathan Blake, Reverend Lindsey Braun, Deb Brookhart, Reverend Mary Kate Buchanan, Hallie Still Caris, Cindy Eaton-Eklund, Christopher Goodson, Karen Jeske, David Johnson, Shana Johnson, Pam Kenyon, Reverend Rushing Kimball, Linda Knodle, Robin Maharry, Dave Nelson, Artis Reis, Reverend Sarai Rice, Mary Riche, Georgia Sheriff, Barbie Sullivan, Emily Tripp, Susan Waller

Introductions & Welcome: David Johnson called the meeting to order at 7:02 p.m.

Devotions: Jodi Gruening: Focused on resilience. Talked about how much things have changed in the world and our church this year, and included a personal story about changes in her personal life several years ago. “Keep moving forward.”

Minutes: June 23, 2020—Minutes approved as distributed.

SPECIAL REPORTS AND OLD BUSINESS
Subject: Financial Update, Emily Tripp, Director of Operations and Finance
• Income: Predicting an under forecast in pledge income of 5 percent below budget, triggering the use of reserve funds.
• Expenses: Current expenses are running at $5,000 plus under budget.
• Reserve fund: With a current forecast of 4 percent under budget for the year, it is anticipated that $138,000 of reserve funds will be used versus the budgeted use of $58,000 of reserve funds; despite the increased use our reserve balance continues to be toward the upper range of desired reserve established last year by Trustees.
• Paycheck Protection Program (PPP) funds of $207,000 are on the balance sheet as a liability, but with forgiveness approval will flow through as Other Income.

Subject: Approval of Boards’ Nominees, David Johnson
• Plymouth Place Board
  o Dave Nelson nominates Jill Kent, Greg Kenyon and Jack Sullivan to the Board of Plymouth Place.
  o Motion, Amy Anderson; second, Alex Moon. Motion approved.
• Board of Deacons
  o Sid Ramsey moved Cecil Goettsch be accepted for a two-year term on the Board of Deacons. Motion approved.
• Board of Christian Education
  o John McCormally moved Anita Micich be accepted for a three-year term and Kaitlin Scanlon be accepted for a two-year term on the Board of Christian Education. Motion approved.

Subject: Trustees Fundraising Policy, Lorna Truck
• Reviewed the policies. Changes include that requests should be submitted 30 days prior to fundraising event and a report submitted following the event. Copy attached.

Subject: Plymouth Church By-Laws Update, Mary Riche
• Reviewed the activities of the By-Laws Committee to date. Have had 26 two-hour meetings since May.
• Reviewed the history of By-Laws updates.
• With the updates almost complete, the committee will synchronize its report with that of the Strategic Planning Committee with the goal of presenting these to the congregation this fall.

Subject: Plymouth Church Health and Safety Task Force, Julie Carroll
• Task force is meeting regularly and following the guidelines of the Center for Disease Control (CDC) mitigation strategies.
• In-house church services: Have not yet moved through Phase 1 and, as yet, don’t have the data to support a return.

Subject: Interim Senior Minister Search, David Johnson
• Have moved through Stage One of creating the job description, receiving applications and preparing for the screening process.
• Requested approval of the following as members of the Final Interview Committee:
  o David Everett
  o James Green
  o David Johnson
  o Anita Fleming-Rife
  o Linda Sullivan
  o Jodi Gruening, Chair
  o Rev. LeAnn Stubbs, Staff Liaison
• Motion to approve committee members, Amy Anderson. Second, Elizabeth Talbert. Motion approved.

Subject: Strategic Plan Presentation, Pam Kenyon. Copy attached.
• Reviewed the history to date of the committee and its members, including a hiatus for two months at the inception of the Covid-19 pandemic. Work started again on June 6.
• Goal was to achieve a plan by practicing radical love.
• Sid Ramsey reviewed the document submitted to the Church Council.
• Nathan Blake reviewed the key components and the initial practices.
• Pam Kenyon reviewed the implementation. Jodi Gruening, David Johnson and Pam will meet to put an implementation and communication framework around the plan.
• Advisor Rev. Sarai Rice discussed the pandemic affecting the progress, but the group continued moving forward.
• Motion to approve the Strategic Plan Draft, as presented by the committee, made by Amy Anderson. Second, Lynn Hicks. Motion approved.

BOARD REPORTS
Benevolences: No report.

Christian Education: No report.

Christian Social Action: No report.

Christian Stewardship: No report.

Deacons: No report.

Membership: Report submitted is attached.

Music and Fine Arts: No report.

Spiritual Growth: No report.
Trustees: Report submitted is attached.

COMMITTEE REPORTS
Arts, Memorials & Architectural Changes: No report.

Personnel: No report.

Plymouth Foundation: No report.

Plymouth Women: No report.

Stephen Ministry: No report.

Transition into Ministry (TiM): No report.

NEW BUSINESS: None.

Member at Large: Amy Anderson
  • Strategic Plan—Were told to dream big.
  • Shout out for the Monday Moderator Minute communication from David Johnson and Jodi Gruening. It has been key to the church’s understanding about what is happening.

STAFF REPORTS
  • Consolidated staff report is attached.

CLOSING PRAYER: Rev. Lindsey Braun

NEXT MEETING: September 22, 2020, 7:00 p.m.

Respectfully submitted,
Linda Knodle, Secretary
Board of Membership, Fritz Craiger

- New Member Class: First ever Zoom New Member Class was held on Sunday, June 7, with nine new members attending to become members at Plymouth Church. Discussion was held about the positives and negatives of orchestrating an online new member class. Overall consensus was it went well. However, several mentioned that a discussion with "break out rooms" again, after Rev. Matt Mardis-LeCroy completed his portion of the class, for any unanswered questions would be helpful, if Zoom meetings are to happen in the future. Also discussed how to reach back to new members, as the church building is currently closed, with no way to obtain notecards. Fritz to reach out to Sarah to get addresses of new members. Terri and Karen offered a stack of notecards to be available when the building opens again.
- New Meeting Time: Due to Rev. Mardis-LeCroy’s schedule, a new meeting day and time has been set up. Beginning August, we will meet the first Monday of every month at 6:00 p.m.
- Membership Update: Current roll is around 2,500. Updated information will be sent to the board in July. New board members were given background behind the membership roll:
  - To track attendance and to provide a sustainable process for keeping track of members. This tracking will resume once there is attendance in the church building.
  - To stay in touch with visitors and/or members that “fall through the cracks.”
- Reviewed new software for the church for new board members (Touchpoint), which is to be a user-friendly software. Per Karen, the final conversion of software hasn’t happened, perhaps in August. She also said that Covid-19 hasn’t delayed the process of the final conversion.
- Plymouth Swag: An update from Jen Jensen saying that all products are ready to be picked up from Broken Arrow and brought to the church. Items will be stored in an unused office during times swag will not be sold. Jen also said that she would like to have a meeting with Emily Tripp to discuss finances of swag, how to run transactions and possible garment racks to be purchased for "pop up shops." Jen asked if there would be any interest from new board members to be a "treasurer-in-training" for these pop-up shops. Judy Burns expressed interest. This swag project will take the entire board’s involvement, training, signing up to run shop, etc. Jen will come up with a guide on how to run transactions to share with all board members.

Board of Trustees, Lorna Truck

- Trustees met on August 18, 2020, and reviewed the financials for July 2020 and 2020 YTD. As a result of the review, the Trustees accepted a re-forecast which estimates a deterioration of pledge income of approximately $105,000 for the year. Total income reduction for 2020 is now forecast to be 4 percent. Expenses remain in line with the budget. We estimate that reserve usage will increase to $138,000 over budget level of $58,000. We will continue to monitor pledge income flows giving the current financial stresses in the economy.
- Trustees continue to monitor the usage of Paycheck Protection Program funds as part of the CARES Act. In addition, we continue to monitor the status of the Tower Project and TiM program funding.
- A rollout of the new Plymouth Church fund raising guidelines is planned for August 2020.
Ongoing Programs

- Evening Prayer
- Wednesday Bible Study
- Sunday Fellowship Forum
- Weekend Worship

Fall 2020 Programming Preview | Chronological Overview

- Fall Pre-K—12 registrations documents are Google Forms this year and will be available later this week.
- Outdoor Worship Service at Sylvan Amphitheater
  On Saturday, August 29, at 5:30 p.m. we will have a special worship service at Sylvan Amphitheater. This will be a 45-minute Saturday Night Worship-style gathering. The service will be capped at 100 people. Masks required. Communion will be served. All must be registered in order to attend.

Christopher Goodson

- Fall 2020 Hymn Sings: On Thursday, August 27, 6-7 p.m., you are invited to an in-person, outdoor, physically distanced and masked, music event at Plymouth. We will gather to sing our favorite hymns, fellowship safely and release our artistic spirits from their COVID cages. There will be a 100-participant cap. The hymn sings will continue each week as long as weather allows. All must be registered in order to attend.
- Fall 2020 Lawn Concert Series: Beginning Friday, August 28, 6-7 p.m., Plymouth Church will feature a variety of community musicians in our Lawn Concert Series. Outdoors, physically distanced and masked, on the Ingersoll Lawn. Bring a chair and unwind from the week with a variety of musical talents! Upcoming acts include:
  - August 28: Seth Hedquist & Friends
  - September 4: Valley Jazz Combo
  - September 11: Clarinet Quartet
  - September 18: Plumerio (Band)
  - September 25: Saturday Night Band

Karen Jeske

- Nine OnLine small group experiences are scheduled in September and October.
- "Retreat"/Group Experience for Plymouth members who would like to attend the Evolving Faith Conference on October 2-3.
- Spiritual Gift Discernment Tool and Workshop on Zoom (in November). This will be a new tool for Plymouth members that will be available online for self-directed work and twice a year in a workshop format for members who would like a group experience to work through the tool.

Rev. Mary Kate Buchanan

- Intergenerational at-home Advent programming.
- Bread Week, September 28-October 2, in preparation for World Communion Sunday.

Fall 2020 Programming Preview | Topical Overview

Georgia Sheriff

- Plymouth will offer Interactive Virtual Church School with Family Small Group Opportunities for groups of 4-6 families of children with similar ages.
- Programming will be segmented throughout the year, as opposed to continuous, ongoing programming.
  - Section 1: Fruits of the Spirit.
  - Section 2: Advent
  - Section 3: And beyond: TBD

Christopher Goodson

- Fall 2020: Children's Choir Programming Overview
  Beginning Sunday, September 13, 10-10:30 a.m., and continuing every third weekend this fall, as long as weather allows, the Children's Music Staff will offer a unique in-person, outdoor, physically distanced, masked, worship and music event for our youngest members. Families will need to register for each separate event, links will be provided soon.
Tentative dates: September 13, October 4 and 25, November 15 (Thanksgiving theme), December 6 or 13 (Christmas Carols).

Rev. Lindsey Braun
• A few brief notes about the confirmation program:
  o Mini-retreat for rising 9th graders, who were not able to be confirmed last spring, happening this Saturday, August 29.
  o Confirmation for that class is on Sunday, September 20.
  o Confirmation orientation for rising 7th & 8th graders and families on Wednesday, September 23.
  o Registration details and calendar coming soon.

Susan Waller
• Wednesday, September 16, Fall program launch.
• High School Ministry Drive-by welcome for 9th Graders.
• Wednesday afternoon Conversations and Connections.
• Monthly:
  o Youth Dinners and small groups
  o Sing-a-longs
  o Mission and outreach opportunities
Plymouth Congregational Church
Fundraising Policy – Approved by Plymouth Board of Trustees
Revised July 2020

Overview
Fundraising at Plymouth serves important purposes. Fundraising supports and highlights specific activities and ministries that support the mission and helps build enthusiasm and community within the Church.

While many of the ongoing ministries of Plymouth are fully supported by the Operating Budget, additional funding may be appropriate and necessary and may be covered by the Operating Budget. Examples may include capital projects, community outreach.

The purpose of the Fundraising Policy is to ensure that any fundraising activity by a group or individual in the Church is carried out in a manner that supports the mission of the Church. The policy ensures that all fundraising activities are reviewed by sponsoring Board(s) or the Women’s Fellowship Committee or the Board of Trustees. No individual or group is authorized to carry out fundraising activities except in accordance with the Fundraising Policy and with the approval of the Board of Trustees. Unless noted in the policy, the Board of Trustees provides broad guidelines for fundraisers at Plymouth. The Board of Trustees and the Fundraising Committee have established for the following reasons:

1. To provide guidance for acceptable fundraising activities that support the mission of the Church;
2. To manage the frequency and breadth of fundraising activities so that the congregation is experiencing fundraising activity in a balanced manner in different settings,
3. To assess fundraising activities for fit to the mission and vision of the Church to ensure that Plymouth’s resources are focused on achieving the Church’s mission and budget,
4. To ensure that all activities are consistent with Plymouth’s mission and values.

Definitions
Fundraising is any effort to solicit money or goods for the purpose of supporting the Church's mission.
Board of Trustees Role

As delegated by Church Council, the Board of Trustees is responsible for overseeing fundraising efforts, including selecting and maintaining fundraiser places, frequency, fundraising goal, and number of fundraisers to develop and maintain standard documents for fundraisers to use, develop and maintain standard documents for fundraisers to use, and be responsible for a master calendar of fundraising activity, and be responsible for funds raised through fundraisers.

Policy

Any person or group interested in fundraising on Plymouth Church must adhere to the following policies:

1. All fundraisers must support the mission and ministry conducted for the benefit of the Church, its ministries, approved by the Church,
2. Any fundraising activity requires sponsorship from one of Plymouth Church or the Women’s Fellowship Committee and of Trustees prior to commencing,
3. Fundraising for the benefit of for-profit entities or persons. Individuals are not permitted to use the Church to conduct a portion of the proceeds are designated for the Church (e.g., Kay),
4. Fundraising activities are expected to be conducted in a way that is not aggressive sales pitches or solicitations are prohibited,
5. If fundraising activities include raffles or other forms of gambling, Director of Operations and Finance will be required in advance,
6. Fundraising activities must be considered in a way that upholds dignity of the participants.
4. Following the completion of the fundraising activity, the event must be submitted by the fundraising coordinator or chair of Trustees and/or the Director of Operations and Finance to the Board of Trustees Fundraising Report Form (Exhibit E) and submitted no later than 30 days following the completion of the event.

5. Publicity that is part of existing church wide communications that is conducted by the Church Worship Bulletin will also need to follow those guidelines. Fundraising activity that relies on unique physical or electronic venue or place and church members will require Trustee approval and should be submitted 30 days prior to the event.
Exhibit A

Plymouth Fundraising Request Form

Date of application:

Fundraising requests must be renewed annually and each request 30 days in advance of proposed activity.

Description: (submit additional documents as necessary)
What is the proposed activity and how does it fit the mission of Plym?

Is this a request to raise money or collect in-kind donations?____

What is the date and proposed duration for this request?_____

Are there any other sources of funds available for this activity?

What Plymouth Board is sponsoring this request?___________

What facilities, logistics, and set up are requested?___________

Please share the contact information for the fundraising event coo
Finance including monies raised and who benefited from this project. Conclusion of the fundraiser.

Sponsoring Board Chair

Date

CHURCH OFFICE USE ONLY

Received by:

Date
Exhibit B

Plymouth Board of Trustees Fundraising Rep

Date(s) of event: ______________________________________

Revenue collected from fundraiser: $ ______________________

OR

Number and type of in-kind items collected: _________________

________________________________________________________

________________________________________________________

Who and how many will be/were benefited from the funds or in-kind items collected? _________________________________

_______________________________________________________

_______________________________________________________

When will those funds be disbursed? _________________________

Please share any lessons learned or recommendations.
Board of Trustees Fundraising Checklist

Fundraising Proposal: ________________________________
BOT Evaluation Date: __________________________

___ Was the request received 30 days in advance?

___ Was the request form completed in its entirety?

___ The fundraising coordinator(s) is designated AND they are aw practices?

___ Director of Operations and Finance has pre-authorized a gan Raffle)

___ Publicity requests have been submitted to appropriate Plym fashion.

___ Are the funds designated?

___ Does this activity align with Plymouth’s Core Values? (Check)

1. Community Engagement
2. Excellence in Worship
3. Education
4. Progressive Theology
5. Openness and Inclusivity
2020 – 2025 Strategic Plan

Practice radical love everywhere and all the time.

Through this strategic plan, we seek to provide Plymou...foundational practices to help us become closer to the...community.

- We live our faith study, through worship, and by being mindful of Christ at home, and in the community.

- We pray for the growth of our church, and we celebrate and sustain the gifts of our community.

- We pursue God's purposes for justice, love kindness, and humble.
Plymouth Church

2020-2025 Strategic Plan: Practicing

Introduction

In June 2019, the Long-Range Planning Task Force of Plymouth Church (Past Moderators, the current Moderator, and the Moderator-Elect) created a new strategic plan for Plymouth Church. It had been 10 years since the last strategic plan, “Fan the Flame,” and church leadership concluded that a new plan that emerged from a ‘‘broad-based, highly participatory process’’ and set clear goals and priorities for the next 3-5 years to enable the Church Council to lead effectively” (from “Report and Recommendations of the Planning Task Force,” June 25, 2019). Committee members were selected by each Board of the Church Council, and the team was guided by Dr. Schnucker Rice.

And then, change. In March 2020, just as our data collection was about to begin, our nation and our lives changed more than any of us could have imagined. And then, more change. On July 21, Plymouth’s Senior Pastor, Dr. LeCroy, resigned. You might ask, how do you deliver a strategic plan during a pandemic? Because this vision for Plymouth Church comes from the life of this church, we have just gone through a very deliberate process of re-evaluating who we are, who we want to go, we see this strategic plan as a gift in the search for the next senior pastor, we would ask that it be included as part of the profile for the search for the search for the search ...

This new strategic plan, “Practicing Radical Love,” is the product of a process spanning nearly a year and shaped by congregational input, relevant feedback, hours of discussion, debate, and discernment among the members of the committee.
Finally, to gather member data, we invited Plymouth members then
More than 350 Plymouth members participated in small group sess
Congregational Triad Conversations. Through the triad process, me
to answer six questions (see Appendices A and B), sharing their ide
“what’s next for Plymouth?” (Unfortunately, the last scheduled tria
due to the COVID-19 pandemic.) To reach as many members as po
ways for members to participate using email (25 responses) and Sun
surveys). Finally, in light of the pandemic and the church’s respons
members to share their thoughts about what they had learned about
during this difficult time (32 responses).

Through this approach, major themes emerged that would shape Ply
priorities, including:

1. A profound appreciation for Plymouth Church’s legacy, bea
beautiful music, and provocative and thoughtful sermon
The Sunday morning service continues to be well-attended, al
alternative worship service. The recent addition of more onl
has also been successful, especially for members who are no
person.

2. A stirring desire for Plymouth members to grow even fu
and neighbor
Plymouth members want to engage in readings, classes, and
explore new and diverse ideas and to further deepen their Cl
in families, in workplaces, and in the community.

3. A yearning to move beyond the current polarization of co
While members seek a place that is open to differing ideas a
maintain and value diversity in today’s hyper-polarized envi
polarization has already claimed close friendships, resulted
created awkwardness in conversations and relationships. If w
5. A desire to feel more connected to each other and inform church and its partners
   Plymouth Church members want to be in community with each other in the work of the church, but they also want to extend their compassion and kindness beyond the walls of the church.

6. A continuing commitment to vigilance regarding matters for those needing kindness
   Plymouth Church is proud of having been on the forefront of gender equality, marriage equality, racial justice, and LGBTQ+ issues. It continues to evolve this kind of work in the future, while acknowledging that it may be more important to partner than to lead.

7. A longing to become more diverse
   Members have a clear interest in creating a more diverse congregation and in growing diversity within the Greater Des Moines community.

8. A need to review the church’s governance structures, systems, and processes
   Just as Plymouth Church needs a fresh vision, it also needs to review its systems of governance and operations. A critical review of the board, committees, information systems, and decision-making processes is necessary in order to support a dynamic, evolving congregation. Additional systems and forms of communication will be critical to supporting the future of the congregation.

9. An absolute requirement that Plymouth become more skilled in communication and technology needed to reach and connect with the congregation
   Plymouth needs to embrace the exponential growth rate of technology and use it to reach people and connect with the congregation.
2025, we believe that we are called to be a congregation of God’sél a goal that will begin to be realized through the implementation of |

Respectfully submitted, Plymouth Church Strategic Planning Committee memb:

Amy Anderson
Aaron Barker
Nathan Blake
Pam Kenyon, Chair
Sid Ramsey
Barbie Sullivan
Caroline Bettis Valentine
Appendix A: Triad Congregational Conversation Questions

Strategic Plan 2020: God is still speaking; Ply
Congregational Triad Conversations

**Question #1:** What about Plymouth feeds your soul or helps you feel connected? How could our congregation do an even better job of helping people feel connected?

**Question #2:** If you could name one amazing thing Plymouth has done in recent years that would make an incredible difference in the life of one of our members, what would it be? And (2) what would you be willing to do to help make it happen?

**Question #3:** When an organization tries to move in a new direction, especially with new people, it sometimes needs to stop some of its current activities to clear space for new ones. What would you be willing to stop doing, or do less of, in order to make space for something new?

**Question #4:** As you think about your answer to this question, are there new activities that have to happen in the building or require current space? Are there family or friends who are not currently involved at Plymouth?
APPENDIX B - MEMBER DATA COLLECTION – Triad Questions

Congregational Triad Conversations

1. 9 of 10 scheduled congregational triad conversations with 12, canceled
2. 369 total respondents
   a. 260 in-person triad conversations
   b. 52 via Survey Monkey
   c. 25 via confidential Gmail address
   d. 32 respondents to pandemic survey question
3. Demographic breakdown

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<th>QTY</th>
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<tr>
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<td>07</td>
</tr>
<tr>
<td>NA</td>
<td>30  (demographic information not provided)</td>
</tr>
</tbody>
</table>

TOTAL 337
+
32 (demographic information not provided)

369
2020-2025 Strategic Plan
Practicing Radical Love Everywhere and Always

Assumptions and Beliefs

1. We believe God is calling Plymouth to be a center for joy, celebration, inclusion and compassion.

2. Plymouth’s deepest identity — radical love for its members and the community.
   1) Practicing Meaning & Purpose. We live our faith every day through worship and prayer, and by being ministers of Jesus Christ to the community.
   2) Practicing Hospitality & Belonging. We pray for the gift of hospitality and welcome all.
   3) Practicing Justice & Kindness. We pursue God’s requirements for kindness, and walk humbly.
   4) Practicing Operational Excellence. We support our work with digital tools to create a frictionless experience for everyone.

3. The culture in which Plymouth exists is rapidly and constantly changing. Plymouth’s work, its staff, its facilities, and its use of resources must change. We must be willing to disrupt our traditional ways of thinking and go of long-standing programs and practices, if we are to adapt and serve as God calls us.

4. As the culture changes, our staffing design and the skills and competencies our staff will change as well. We will need to look for new sets of leadership capacities. An inclusive workforce is imperative.
Strengths

1. Plymouth is known as a progressive and welcoming congregation differ, resolve to love, and unite to serve. It uses its expertise, with other congregations and organizations in the community to add and create community solutions.

2. Plymouth’s size and resources ensure that it is able to be excel

Key Objectives

1. Agility/Adaptability
   We will experiment and adapt across all aspects of our work to emerging needs of members and participants.

2. Member/Participant Focus
   We will engage members and participants on their terms. This will include a deeper understanding of their needs, and better tracking of their ministry. We will focus on providing a friction-free experience. We will carefully manage the mix of people, processes, and tools.

3. Transparency
   We will strive to ensure transparency to Plymouth’s members and partners, clear and adhering to all decision-making processes and by providing comprehensive financial and other information.

4. Alignment
   We will align all aspects of the church’s work around our goals and practices: meaning & purpose, hospitality & belonging, justice & excellence.
Initiatives

Through extensive congregational surveys, interviews, and prayer, we identified best practices which will serve as the core for Plymouth's ministry and operations over the next five years. To establish these practices, we developed 12 key initiatives that are important enough to merit specific mention, attention, and investment. Each initiative includes one or more examples for each recommendation, designed to help you think about and consider the potential implementation of these initiatives. (Note: this list is not intended to be exhaustive or prescriptive; key initiatives and examples are bolded, and recommendations; copy in italic represents ideas or examples.)

We have dared to “dream big” as we fully expect the Church and the Reserves of its reserves to make Plymouth closer to what we all know it can be. Each of these initiatives is left intentionally high-level so as to allow for broad latitude in implementation by the Staff, Church Council, and the Congregation.

High-level Roadmap

- Upon approval by Church Council, this Strategic Plan will serve as a roadmap for Plymouth's Staff, Church Council, Plymouth Foundation, and other Committees.

- To implement this plan, all staff responsibilities and goals will be established, along with accountability for execution of the Strategic Plan. In addition, all Board and Committee statements for all Boards and Committees will be rewritten, where necessary, to reflect this plan.

- This Strategic Plan will be integrated into the recruitment and hiring process for our interim and permanent Senior Minister. In addition, this plan will guide the hiring decisions for all positions at any level going forward, whether paid or unpaid.

- Church Council will serve as the official implementing body and board of directors, with Church Council Chair leading the planning and strategic direction.
Practicing Meaning & Purpose

1. Create small group opportunities that offer venues other than sacred spaces.

   Examples might include in-home relational groups, prayer-in-the-Plymouth at coffee shops and breweries, and groups for people (e.g., people whose children have left for college, Life After Death etc.).

2. Reimagine and invest in the Center for Spiritual Growth: Take opportunity to invest in and utilize building spaces differently; excellence for communal as well as personal spiritual growth; inter-faith dialogues, and develop a curriculum that helps leaders called to seminary.

Practicing Hospitality & Belonging

3. Offer a hospitable and comprehensive program for all children hiring a dedicated youth minister.

   What we heard from members, including many middle-schoolers that Plymouth does not have a full range of programming for children heard through interviews with other churches is that this is unusual. In particular, beginning with 7th grade our young people have on for grades 7 and 8, and Matins for grades 9 thru 12). This does not look after our children nor does it support Plymouth’s ability to welcome children. We need to prioritize excellence in faith development.

4. Continue to develop excellent alternative opportunities for worship.

   The COVID-19 pandemic brought Plymouth to a whole new level making it possible for not only members but also strangers to worship. Plymouth’s members also appreciated the intimacy and access to informational opportunities. Plymouth must sustain many of these
6. Be in solidarity with People of Color in the community as we address racism.

    We heard in the triad conversations a lot of discomfort about the Lives Matter banner decision. In the months since those conversations reached an inflection point. And so has Plymouth. To truly address this, Plymouth needs to commit to becoming an actively anti-racist church. This means we need to recognize when we should lead, when we should follow. For example, members can be encouraged to participate in initiatives that make progress on issues such as voting rights restoration.

7. Constantly strengthen our commitment to environmental stewardship.

    For example, create an environmental stewardship plan and target.

Practicing Operational Excellence

8. Create a Marketing/Communications Plan, including a plan for communication that informs both members and the wider community about new opportunities available at Plymouth.

9. Create a Facilities Plan that ensures the safety, beauty, and comfort of the spaces while providing for a welcoming environment and flexible use.

10. Establish an Information Technology (IT) staff to support all.

11. Implement hiring policies that ensure, as much as possible, support positions are full-time, benefit-eligible positions.

12. Commit to a transparent and efficient governance structure. Increase the number of voting members of Church Council. Meet less, put
