

**Unity of Phoenix
Strategic Plan
5/5/09**

Spiritual Growth Goal 1: Quality spiritual education that supports and encourages participants in their spiritual growth, development and enrichment

Objectives	Responsible person(s)	Accountable person(s)
Objective 1: To develop a path for continuing education to support individual spiritual growth	Ministerial Associate Chris Kennedy	Ministerial Associate Chris Kennedy
Objective 2: To provide quarterly programs with prominent speakers	Ministerial Associate Chris Kennedy	Ministerial Associate Chris Kennedy
Objective 3: To attract good quality, dynamic speakers to teach at Unity of Phoenix	Ministerial Associate Chris Kennedy	Ministerial Associate Chris Kennedy
Objective 4: To create a Youth and Family Ministry Committee to explore ways to expand the Youth Ministry and support families within the current level of funding	Youth and Family Ministry Committee Chair Deb Twillman	Board Liaison Mike Jesberger Staff Liaison Linda Depke
Objective 5: To explore ways to expand the Youth Ministry within the current level of funding	Youth and Family Ministry Committee Chair Deb Twillman	Board Liaison Mike Jesberger Staff Liaison Linda Depke

Spiritual Growth Goal 2: A Sunday morning experience that inspires congregants into a greater experience of God.

Objectives	Responsible person(s)	Accountable person(s)
Objective 1: To complete the transformation of the Family Life Center into a true Sanctuary through enhanced décor, lighting, acoustics, and AV (donated funds to be identified)	Worship Coordinator Betty Bennett	Lead Minister Richard Maraj Executive Director John Schroeder
Objective 2: To develop well-planned, integrated themes and series, including special music and guest speakers, to support the spiritual growth of the congregation	Lead Minister Richard Maraj Music Director Jerry Harkey Ministerial Associate Chris Kennedy Youth and Family Ministry Coordinator Linda Depke Bookstore Manager Julia Kellogg	Lead Minister Richard Maraj

Community Goal 1: Opportunities for every congregant to participate within our church community

Objectives	Responsible person(s)	Accountable person(s)
Objective 1: To increase the number of participants in small group programs and evaluate potential small groups	Pastoral Care Minister Jimmie Scott	Pastoral Care Minister Jimmie Scott
Objective 2: To form a Social Committee to plan and manage four major events annually, as well as regular monthly activities	Social Committee Chair	Board Liaisons Penni Honey and Joe Palermo Staff Liaison JC Mason
Objective 3: To have bimonthly on-site brown bag "Lunches with the Ministers"	Lead Minister Richard Maraj	Lead Minister Richard Maraj
Objective 4: To create a Hospitality Committee to develop a plan to enhance the quality of the courtyard experience and to make it self sustaining	Hospitality Committee Chair	Board Liaison Mary Dunn Staff Liaison Susie Whiting
Objective 5: To create a Buddy Committee to help congregants who have expressed an interest in becoming members to feel a sense of belonging to the church community	Buddy Committee Chair	Board Liaison Joe Palermo Staff Liaison Betty Bennett
Objective 6: To continue supporting congregants and members with an active Prayer Chaplain program	Chaplain Coordinator Regina Best	Pastoral Care Minister Jimmie Scott
Objective 7: To establish clear guidelines and intake procedures for spiritual counseling	Executive Assistant Diane Williams Chaplain Coordinator Regina Best	Lead Minister Richard Maraj Pastoral Care Minister Jimmie Scott
Objective 8: To continue a self sustaining Milestone Ministry with clear procedures and guidelines	Milestones Coordinator Susie Whiting	Pastoral Care Minister Jimmie Scott
Objective 9: To develop a comprehensive program to involve college-aged young adults as an integral part of the Unity of Phoenix community	Youth and Family Ministry Committee Chair Deb Twillman	Board Liaison Mike Jesberger Staff Liaison Linda Depke
Objective 10: To involve youth as members of as many volunteer committees as possible	Teen Ministry Coordinator Lisa McKenzie Youth and Family Ministry Coordinator Linda Depke Committee Chairs	Ministerial Associate Chris Kennedy

Community Goal 2: Increased ownership in Unity of Phoenix

Objectives	Responsible person(s)	Accountable person(s)
Objective 1: To define ministry ownership among congregants	Strategic Planning Committee	Board Liaison Katie Williams
Objective 2: To benchmark ministry ownership among congregants	Benchmarking/Best Practices Committee Chair John Stoss	Board Liaison Pat Clegg Staff Liaison John Schroeder
Objective 3: To increase current and new congregant ownership by 10 %	Strategic Planning Committee	Board Liaison Katie Williams Staff Liaisons John Schroeder and Richard Maraj
Objective 4: To create a follow-up process for any congregant or volunteer whose attendance drops, for the purpose of addressing concerns and/or prayerfully supporting their decision	Executive Director John Schroeder Pastoral Care Minister Jimmie Scott	Executive Director John Schroeder

Service Goal 1: A consciousness of service practiced in the ministry

Objectives	Responsible person(s)	Accountable person(s)
Objective 1: To develop an ongoing volunteer recruitment and training plan, including ministry-led annual training and an annual volunteer fair	Volunteer Ministry Coordinator Ken Akers	Ministerial Associate Chris Kennedy
Objective 2: To create a volunteer leader mentoring program within each volunteer area (e.g. Worship Team, Youth and Family Ministry, Chaplains, Bookstore, Facilities, etc.)	Worship Coordinator Betty Bennett Youth and Family Ministry Coordinator Linda Depke Chaplain Coordinator Regina Best Bookstore Manager Julia Kellogg Board Committee Chairs Other Department Heads as appropriate	Lead Minister Richard Maraj Ministerial Associate Chris Kennedy Pastoral Care Minister Jimmie Scott Executive Director John Schroeder Board and Staff Liaisons to Committees
Objective 3: To provide effective acknowledgement and recognition of volunteers	Volunteer Ministry Coordinator Ken Akers Department Heads as appropriate	Ministerial Associate Chris Kennedy
Objective 4: To create a Volunteer and Outreach Committee responsible for supporting the Volunteer Coordinator by working to: Deepen the consciousness of service in the Ministry Assist with creatively identifying ways to increase the number of opportunities of volunteers to serve as well as the number of volunteers. Help to physically recruit volunteers. Help to choose, plan and execute outreach projects for the year.	Volunteer and Outreach Committee Chair	Board Liaison Penni Honey Staff Liaison Chris Kennedy
Objective 5: To create a data collection process to capture relevant information about volunteer skills, gifts and interests	Volunteer and Outreach Committee Chair	Board Liaison Penni Honey Staff Liaison Chris Kennedy
Objective 6: To schedule 4-6 Outreach programs annually	Volunteer and Outreach Committee Chair	Board Liaison Penni Honey Staff Liaison Chris Kennedy
Objective 7: To increase the number of Chaplains by 30%	Chaplain Coordinator Regina Best	Pastoral Care Minister Jimmie Scott

Stewardship Goal 1: Enhanced opportunities for leadership development

Objectives	Responsible person(s)	Accountable person(s)
Objective 1: To create a professional development plan for employees	Executive Director John Schroeder Human Resources Manager Bridgette Marentes	Executive Director John Schroeder
Objective 2: To provide annual Board orientations	Board Vice President	Board Vice President
Objective 3: To create a succession plan for Board and Staff	Board Vice President Robert Vest Executive Director Lead Minister	Board Vice President Robert Vest Executive Director Lead Minister
Objective 4: To create a Marketing Committee that will evaluate current process for promoting church activities, improve processes and design a plan for marketing Unity of Phoenix, resulting in increasing, retaining and engaging congregants	Marketing Committee Chair Brian Smith	Bertie Farrell Board Liaison Staff Liaison Sue Thompson
Objective 5: To create a Benchmarking/Best Practices Committee to be the research arm of the church, assisting in the evaluation of various aspects of the church's activities in comparison to a best practice performed at another church or non-profit organization	Benchmarking/Best Practices Committee Chair John Stoss	Board Liaison Pat Clegg Staff Liaison John Schroeder

Stewardship Goal 2: A well developed vision of what Unity of Phoenix can be for the next 10 years

Objectives	Responsible person(s)	Accountable person(s)
Objective 1: To complete a working and ongoing Strategic Plan and a 10 Year Vision, including completion of the land use study, for Unity of Phoenix	Strategic Planning Committee	Board Liaison Katie Williams Staff Liaisons Richard Maraj and John Schroeder

Stewardship Goal 3: An atmosphere of transparency, openness and trust

Objectives	Responsible person(s)	Accountable person(s)
Objective 1: To implement the Board Communications Plan	Board Communications Committee Chair Pat Clegg	Board Communications Committee Chair Pat Clegg
Objective 2: To review the communication strategy for reporting finances to the congregation	Executive Director John Schroeder Board President Katie Williams Lead Minister Richard Maraj	Executive Director John Schroeder Board President Katie Williams Lead Minister Richard Maraj

Stewardship Goal 4: Financial sustainability

Objectives	Responsible person(s)	Accountable person(s)
Objective 1: To use a system of zero-based budgeting annually	Board Finance Committee Executive Director John Schroeder	Board Finance Committee Chair Mike Jesberger Executive Director John Schroeder
Objective 2: To create an Endowment Committee and to implement an effective endowment program	Endowment Committee Chair Mike Dongvillo	Board Liaison Hugh Hansen Executive Director John Schroeder
Objective 3: To provide a series of Leadership Dinners annually	Lead Minister Richard Maraj	Lead Minister Richard Maraj Executive Director John Schroeder Board President Katie Williams
Objective 4: To achieve and maintain the current policy of keeping three months' operating expenses in reserve	Board Finance Committee Executive Director John Schroeder	Board Finance Committee Chair Mike Jesberger Executive Director John Schroeder
Objective 5: To create a Cost/Benefit Analysis for every revenue generating department	Executive Director John Schroeder	Executive Director John Schroeder
Objective 6: To pay off the remainder of debt owed by Unity of Phoenix	Board of Trustees Executive Director John Schroeder Lead Minister Richard Maraj	Board of Trustees Executive Director John Schroeder Lead Minister Richard Maraj