



## **TBC 2020: STRATEGIC PLAN**

Vision:

*A learning community of connection, cooperation, and purpose*

### **STEWARDSHIP:**

**Build our capacity to generate greater resources.**

- 1. Develop budget capacity and operational procedures for implementing the standard that “every major program must break even.” (Dec 2019)**

Measures of success:

1. Budget Allocation in TBC budget, and Operational Procedures exist in written form.
2. Budget Allocation and Operational Procedures are presented in training and development.
3. Every Program Producer develops a Budget Template (projected income statement) for each and every program.

Steering Committee Member Responsible:

**Rose Konrath**

**2. Develop operating procedures to ensure an annual operating surplus to meet or exceed the church budget transfer allocation. (Dec 2019)**

Measures of success:

2. Progress is addressed and assessed at each TBC Finance Committee meeting.
3. Operational protocols exist for ensuring each fee-based program is assessed a contribution to the surplus that is allocated into the Budget Template for each program.

Steering Committee Member Responsible:  
**Rose Konrath**

**3. Develop Budget Allocation and Operational Procedures for implementing a strategic fundraising plan. (Dec 2019)**

Measures of success:

1. Budget Allocation in TBC budget, and Operational Procedures exist in written form.
2. A volunteer Advancement & Development Coordinator is recruited and appointed to join TBC Steering Committee.
3. An annual Advancement & Communication Plan is developed and coordinated with the First Community Church to help meet the 2018 Governing Board Mission Imperative related to designing and implementing a communication plan utilizing each of the ministry areas in order to reach out to the Columbus metropolitan area.

Steering Committee Member Responsible:  
**Peggy Wible**

**4. Develop Budget Allocation and Operational Procedures to support, collaborate, and partner with other organizations in pursuit of the 2018 Governing Board Mission Imperative related to designing and implementing a communication plan utilizing each of the ministry areas in order to reach out to the Columbus metropolitan area. (December 2019)**

Measures of success:

1. A webpage on the TBC website that lists all past and present partner organizations.
2. The listing of at least one additional partner added each year.
3. Documentation that defines and distinguishes between Program Partners and Collaborative Partners.
4. Documentation that supports the implementation of 2018 Governing Board Mission Imperative related to designing and implementing a communication plan utilizing each of the ministry areas in order to reach out to the Columbus metropolitan area.

Steering Committee Member Responsible:  
**Abbey Jo Griffith**

## **PROGRAMMING:**

**Grow and diversify programming offered, and increase participation to advance the 2018 Governing Board Mission Imperative of advancing small group ministries and opportunities in order to cultivate a thriving spiritual community.**

### **1. Develop Operational Procedures to follow-up with consistently-implemented post-event surveys after each program. (July 2019)**

Measures of success:

1. Program Producer oversees development of survey for each program.
2. Operational Procedures exist for data collection and storage.
3. A universal survey template is available, and Program Producer collaborates in developing specific data requirements related to the program.
4. Program Producer generates and appropriately reports the analysis of collected data.

Steering Committee Member Responsible:  
**Abbey Jo Griffith**

### **2. Develop Operational Procedures to regularly and consistently offer contemplative services to advance the 2018 Governing Board Mission Imperative of broadening worship opportunities and services, enhancing and reenergizing the current worship services and finding new and creative ways to worship. (Dec 2019)**

Measures of success:

1. TBC will be responsive in offering appropriate contemplative services as need arises, and/or in conjunction with or support of other program areas of the church.

2. TBC will be proactive in offering varied ways of worshipping in a contemplative style beginning in 2019.
3. TBC will gradually increase the number of contemplative services it offers annually, with a goal to provide experiences quarterly in 2020.

Steering Committee Member Responsible:

**Lisa Bueche**

- 3. Develop Operational Procedures to regularly and consistently measure indicators of satisfaction, retention, and engagement, with measures such as repeat attendance, attendees to donors, attendees to volunteer leaders, etc. to collect data measuring progress toward the 2018 Governing Board Mission Imperative of advancing small group ministries and opportunities in order to cultivate a thriving spiritual community.(Dec 2019)**

Measures of success:

1. Software options for gathering data identified & acquired.
2. Template for data analyses created to measure performance and progress toward advancing the 2018 Governing Board Mission Imperative of advancing small group ministries and opportunities in order to cultivate a thriving spiritual community.

Steering Committee Member Responsible:

**Lisa Bueche**

**4. Develop Budget Allocation and Operational Procedures for establishing a “Learning Scholarship Fund” to remove barriers to participation and support attendance by learners and attendees of programs, further advancing the 2018 Governing Board Mission Imperative of advancing small group ministries and opportunities in order to cultivate a thriving spiritual community. (July 2019)**

Measures of success:

1. Account number(s) assigned for scholarship fund.
2. A line item for scholarships in TBC budget .
3. Operational Procedures developed for funding and use of the scholarship fund.
4. Operational Procedures developed for:
  - a) Publicizing that scholarships are available.
  - b) Publicizing opportunities to donate to the Scholarship Fund.
  - c) Annual fundraising for the Scholarship Fund.

Steering Committee Member Responsible:  
**David Nickel**

- 5. Develop budgeting capacity and operational procedures for TBC to implement at least one program that supports the interests and issues of marginalized constituents and communities (per year), while also paying attention to the 2018 Governing Board Mission Imperative of advancing small group ministries and opportunities in order to cultivate a thriving spiritual community. (Dec 2019)**

Measures of success:

1. Developed criteria for what constitutes designated Program.
2. Budget Allocation to support designated Program.
3. Successfully implement one designated Program each year in pursuit of the 2018 Governing Board Mission Imperative of advancing small group ministries and opportunities in order to cultivate a thriving spiritual community.

Steering Committee Member Responsible:  
**Abbey Jo Griffith**

### **ORGANIZATIONAL CAPACITY & HUMAN CAPITAL:**

**Become a more effective and productive organization, and grow a productive community of learners, program producers, and volunteer leaders.**

- 1. Develop working protocols and orientation and training to support program producers and volunteers to attain full effectiveness and productivity with TBC procedures. (July 2019)**

Measures of success:

1. Established Budget Allocation & Operational Procedures for organizing two “Leadership Institutes,” beginning with Spring and Fall 2019 events, with curriculum that offers volunteer orientation and training for Program Producers and Volunteer Leaders.

Steering Committee Member Responsible:  
**Shah Hasan**

**2. Develop “position descriptions” and organizational structures for all leadership and program producer roles, including accountabilities for performance. (Dec 2019)**

Measures of success:

1. Established Position Descriptions for various TBC roles.
2. All volunteers are familiar with the Position Descriptions of their roles.

Steering Committee Member Responsible:  
**Price Finley**

**3. Develop templates and protocols for formalizing agreements with sponsors, investors, and partners. (Dec 2018)**

Measure of success:

1. Established Template for Memorandum of Understanding.
2. Measurable progress toward 2018 Governing Board Mission Imperative related to designing and implementing a communication plan utilizing each of the ministry areas in order to reach out to the Columbus metropolitan area.

Steering Committee Member Responsible:  
**Rose Konrath**



**4. Develop operational procedures for utilization and cost-sharing of First Community Church facilities. (Dec 2018)**

Measure of success:

1. Established cost-sharing formula and proposal for Budget Allocation

Steering Committee Member Responsible:

**Tom White**

**5. Develop recruitment and recognition program for discovering Program Producers and Volunteer Leaders and nurtures ongoing involvement and engagement. (Dec 2020)**

Measures of success:

1. Increase number of new participants
2. Established database of volunteer involvement and engagement in various TBC roles.
3. Established Operation Procedures for acknowledging gratitude for Learners and Participants and encouraging recruitment to other leadership roles.
4. Measurable progress toward advancing the 2018 Governing Board Mission Imperative to cultivate a thriving spiritual community.

Steering Committee Member Responsible:

**Shah Hasan**

**Glossary**

**Budgeting Allocation**

A defined established allocation of specific amounts of funds in the TBC budget designated for specific purposes.

**Collaborator**

An individual or organization with shared values and mission, that partners to advance a TBC program with a defined contribution of funds, human capital, and/or in-kind assistance. (Eleventh Candle Co.).

**Investor/Partner**

An individual or organization that partners to advance a TBC program with an investment contribution of funds, human capital, and/or in-kind assistance, to proportionately share risks and benefits as previously agreed. (JACO, Upper Arlington Library).

**Leader**

A volunteer with a specific delegated responsibility for helping to successfully implement and manage a TBC program.

**Learner**

A participant in a TBC program.

**Operational Procedures**

An established documentation of outlined protocols and procedures to guide conduct and decision-making related to TBC programming.

**Program Producer** (previously Program Champion)

A Leader with principal and individual responsibility for managing and successfully implementing a TBC program.

**Sponsor**

An individual or organization that donates to advance a TBC program with a contribution of funds, human capital, and/or in-kind assistance.

### Notes

#### **Policy Manual**

To be implemented. A collection of all established documentation of Operational Procedures, Position Descriptions of all defined roles and responsibilities, and other documentation, to help guide conduct and decision-making to support TBC programming.

#### **Semi-Annual Orientation and Training**

A gathering of volunteers for training in Operational Procedures and role responsibilities to support the work implementing TBC programming. Move to hybrid and/or online training support models someday.

#### **Program that supports the interests and issues of marginalized constituents and communities**

Discussion:

- Implement with a commitment and budget allocation even if the program outcome is revenue neutral or revenue negative.
- Establish method for generating ideas and criteria for what constitutes a program that “supports the interests and issues of marginalized constituents and communities.”
- How do we assess (this and all) programs for how they meet target outcomes? How many target issues/audiences does it address? Etc.

Ideas of previous programs:

- \* Ramadan Iftar
- \* Somali presentation by a member of the Somali community