

# 2010 STRATEGIC PLAN

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## MISSION

Our mission is to follow the Lord Jesus Christ and to lead all others to a joyful life with Him.

## VISION

To be a vibrant, growing, regional/downtown, joyful, missional, New Testament church.

## STRATEGIC GOALS

**Foundation of God's Word:** We will study, obey and teach the Scripture through vibrant Sunday School classes, dynamic worship, personal quiet time, Circles of Six, and other opportunities. We will provide regular, effective training of Sunday School teachers, lay leaders, and members.

**Service to Our Neighbors:** We will reach out with practical compassion through ministries, missions, personal relationships, and special events.

**Unity of Church:** We will grow a church family that is united and diverse in cultures, ethnicities, generations, and giftedness. We will connect with each other in true community.

**Excellence in Communication:** We will create a dynamic communication strategy through the application of technology, multiple communication channels, and best practices of information management. (Everyone communicates effectively, all the time.)

**Stewardship of Resources:** We will be good stewards of our time, talent, and finances. We will maintain and manage our facilities, plan and build for the future to meet the ministry needs of the Church.

# 2010 Strategic Plan – Foundation of God’s Word

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## STRATEGIC GOAL

**Foundation of God’s Word:** We will study, obey and teach the Scripture through vibrant Sunday School classes, dynamic worship, personal quiet time, Circles of Six, and other opportunities. We will provide regular, effective training of Sunday School teachers, lay leaders, and members.

## OBJECTIVES

### Sunday School

1. Utilize a curriculum that has the Bible as its center and teaches the Word of God in a way that causes people to encounter God, respond to Him in faith, and learn to live by that faith.
2. Sustain 7% annual growth in attendance and participation.
3. Administer an annual Sunday School Survey to monitor effectiveness.
4. Establish an annual education calendar to include training events, nominating process, teacher appreciation, promotion, evaluation of the Sunday School organization, and major events.
5. Employ a part-time Records Assistant responsible for maintaining an accurate and timely database, including attendance and prospect records.
6. Enhance visitors’ first impressions by rejuvenating parking lots and exterior signage and creating a central welcome center.
7. Begin five new units in Sunday School.

### Sunday School Training

1. Provide weekly Sunday School lesson previews through Teaching Tips from the Pastor.
2. Formulate and put in action an annual training plan for Sunday School workers which includes at least quarterly training events.
3. Integrate into the annual nominating plan an effective enlistment process that includes training and accountability.
4. Maintain monthly training in specific Sunday School job responsibilities through email, printed media and intra-church communication between quarterly training events.
5. Broaden availability of multimedia teaching resources and provide ongoing training and curriculum support.
6. Establish Sunday School worker training as a systematic, multi-year approach.

### Spanish Language Sunday School

1. Promote and implement “train the trainer” sessions directed towards lay leadership.
2. Organize, promote, and implement Circles of Six meetings throughout different sectors of the city.
3. Implement outreach via “Concentric Circles” with emphasis on end-of-month commitment from prospects to visit Sunday Bible study.

## **Committee Training**

1. Provide committee vision statements and job responsibilities to each committee.
2. Plan and convene committee orientation night in January, including training for committee chairs and members.
3. Prepare committee training booklet for service on a Church administrative committee, ministry team, or service committee.

## **Circles of Six (C6)**

1. Increase Circles of Six saturation level in congregation so more people experience C6 weekly.
  - One new circle will form each month.
  - New Member Orientation will feature a C6 public relations segment and signup.
  - C6 will partner with Sunday School for C6 public relations.
2. Tell C6 stories.
  - Gather and publish stories via Facebook.
  - Place video stories on Web page.
3. Develop C6 Facebook page.
  - Track group development.
  - Disseminate announcements and communicate with facilitators and group participants.
  - Link to Heart 2 Heart small-group facilitator training.
4. Offer varying C6 formats.
  - Continue to support “standard” C6 format through downloadable materials.
  - Support book study format through suggested book reading list on Facebook page. Book study guidelines: Books should aid in the deepening of one’s devotion to Christ and to one another, and aid growth in the knowledge and practice of Christlikeness.
5. Develop Zip code-based database of Circles of Six.

## **Television Ministry**

1. Maintain a biannual training regimen for camera operators and technical staff.
2. Provide training sessions for audio staff.
3. Better inform audience of church-wide programming and ministry opportunities through the broadcast.
4. Review production quality and seek ways to enhance visual impact components.
5. Develop ways to enhance media provisions for church ministries to enhance departmental programming.
6. Enhance potential resources for broadcast ministry.
7. Investigate feasibility of taping the 9:30 AM service for same-day broadcast.

## **Music Ministry**

### *Children*

1. Provide age-graded children's choir programming for preschoolers ages 4-5, grades 1-6.
2. Expand faculty of directors, accompanists, assistants.
3. Provide annual tuition for children's choir workers to attend summer training conferences.
4. Utilize children's choirs in morning worship services individually and with combined youth and adult choirs.

### *Youth*

1. Use Chapel Singers and One Voice ensemble strategically in morning/evening worship services, with emphasis on occasional broadcast appearances.
2. Establish voice classes for students to train on quarterly basis.
3. Schedule opportunities for Chapel Singers to appear in other local churches and schools.
4. Expand the missions' component of Mission Choir Tour to target international opportunities.
5. Expand utilization of program assistants to include additional parent support teams.

### *Adults*

1. Recruit for choral ministry within Core and Venture Sunday Schools by expanding adult choir presence in 9:30 and 11:00 AM worship.
2. Expand large event programming such as "Christmas at First" and "Easter at First" by seeking additional resources to schedule additional concerts and presentations.
3. Establish adult choir missions and ministry opportunities to expand programming.
4. Target new enlistment activities sponsored by the adult choir.
5. Expand theatrical opportunities through re-drawn Dinner/Dessert Theater programming.

### *Ushers and Greeters*

1. Clarify organizational structure and reestablish supervisory body.
2. Provide annual training meetings in August to prepare for worship services and special performances and presentations.
3. Design a badge or name tag to establish identity of ushers and greeters.
4. Redraw job description for each service role to meet the needs of visitors and members.
5. Integrate security team with usher and greeter teams.

## **Worship**

1. Offer Saturday night contemporary worship and Bible study four times annually.
2. Administer an annual worship evaluation.
3. Use Adult Choir at 9:30 and 11 AM worship.
4. Increase lay leadership in worship—welcome, testimonies, interviews, prayer.
5. Enhance sanctuary lighting and other media components.

## **Other Opportunities**

1. Schedule, as part of the annual education calendar, Vacation Bible School for children, youth, and adults.
2. Develop a discipling program using *Christianity Explored* and *Discipleship Explored* as the foundation. Offer additional courses for discipleship training that provide for well-rounded effective growth in personal discipleship year round.
3. Administer annual evaluation of new member training.
4. Provide annually Dave Ramsey's *Financial Peace University* for discipleship and stewardship training.
5. Make books available in advance for "Time for Teaching."

# 2010 Strategic Plan – Service to Our Neighbors

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## STRATEGIC GOAL

**Service to Our Neighbors:** We will reach out with practical compassion through ministries, missions, personal relationships, and special events.

## OBJECTIVES

### Special Events

Identify six church events in 2010 to maximize and measure for outreach effectiveness.

### Yes, Lord!

1. **Aging Team.** Increase personal contact with aging congregation members by 40%.
2. **At-Risk Children Team.**
  - Train four mentors annually for One-By-One Ministry.
  - Support juvenile justice outreach by supplying 500 Bibles to detained youth.
  - Provide at least 150 backpacks to children who cannot afford to purchase school supplies.
3. **Disaster Relief Team.** Conduct four training events annually to maintain readiness for supporting families in distress, and maintain equipment for safe and efficient ministry support.
4. **HOPE Team.**
  - Increase Casseroles for Christ distribution by 10%.
  - Increase Pillow Ministry distribution by 10%.
  - Establish single point-of-contact for Helping Hands Ministry and organize two workdays annually to assist Church members in need.
  - Increase Angel Food distribution by 25%, including biannual provision of fruit and vegetable boxes to International families.
5. **Military Team.** Participate in at least four activities annually at Fisher House and Powless Guest House in order to reach out to military members and families in distress.
6. **Poverty, Health, Homelessness Team.** Establish a volunteer support agreement with Food Bank in order to move the present MANNA operation to the Community Kitchen at Haven for Hope to serve noon meals on a continuing basis.
7. **General.**
  - Make at least one pulpit announcement and/or share a testimony for each Yes, Lord! Ministry during a specific month, and provide a written flyer or video presentation to highlight the different aspects and needs of each ministry.
  - Increase Yes, Lord! budget in Ministry Plan 2011 to fund successful ministry requirements.

### **Interaction with Performing Arts District Expansion**

1. Create Arts District Task Force to assess the growing Performing Arts District and seek ways to partner with the City, arts groups, and community for the purpose of bearing witness through the arts and performance venues to God's creative and saving work through Christ.
  - Research City's goals for arts district expansion and projected impact on downtown demographics.
  - Identify portion of the Church population with significant affinity for the arts.
  - Determine next steps and make recommendations to the Church.

### **Heart to Heart (H2H)**

1. Push outside the doors of the Church to the community and strive to become a known entity throughout the city.
  - Establish and shore up Web presence and social media (Year One).
  - Increase blog and Twitter following, through efforts to establish connections with city agencies (Year Three).
  - Achieve high visibility among San Antonio's emotional and mental health attorneys and professionals; become a preeminent and leading provider of ministry (Year Five).
2. Rewrite and publish the 10-week training material and make it available to other churches as a tool for beginning similar ministries.
  - Develop three modules (Year One).
  - Implement use of curriculum with leaders' guide/video (Year Three).
  - Offer publishable training material to other churches (Year Five).
3. Build the leadership base and groups offered in order to encourage people to respond to the Lord's calling to lead a H2H group.
  - Create a process for finding and developing leaders (Year One).
  - Implement improved process (Year Three).
  - Implement a robust leadership development structure (Year Five).

### **Missions Committee**

1. Build consensus and make recommendation for dedicated Missions Pastor staff position (Year One), and realize dedicated position (Year Three).
2. Add one stateside/regional missions trip venue (Year One).
3. Designate 10% of budget for missions (Year Three).
4. Explore partnerships between refugees at the Church, and in Burma and Thailand (Year Five).
5. Involve every Sunday School department in CMI-funded missions at various levels (Year Five).
6. Develop Missions Committee liaisons to various demographic groups at the Church (Year Five).

## **Pastoral Ministries**

1. Implement revised protocol for communication of ministry concerns and situations to office staff, incorporating recommendations of communications consultant (Year One).
2. Review guidelines for benevolence assistance (Year One).
3. Develop and implement more organic partnership between Pastoral Ministries financial management education offerings; e.g., Financial Peace University (Year Three).
4. Develop and implement pastoral care training for Sunday School department care leaders (Year Three), and refine pastoral care training (Year Five).

# 2010 Strategic Plan – Unity of Church

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## STRATEGIC GOAL

**Unity of Church:** We will grow a church family that is united and diverse in cultures, ethnicities, generations, and giftedness. We will connect with each other in true community.

## OBJECTIVES

### **Yes, Lord! International Team**

1. On a monthly basis, Church leaders will attend (and urge other congregants to attend) at least one International worship service and the International congregations will attend at least one main worship service.
2. Plan and implement annual worship service for entire congregation led by International fellowship.

### **Spanish Language**

1. Promote, encourage, and oversee participation in all Church ministries.
2. Organize and promote at least two events annually that emphasize spiritual unity with cultural differences.
3. Encourage and promote talents and gifts to be used in the overall Church life.
4. Plan and implement annual worship service for entire congregation led by Spanish language fellowship.

### **Single Adult Ministry (Emerging, Young, Median, and 50-plus Singles)**

1. Build cohesive single-adult communities within the Church.
  - Review and reorganize Single Adult Ministry structure and rubrics (Year One).
  - Compile demographic projections for proposed river development to assist in review and reorganization (Year One).
  - Place leadership for new Single Adult Ministry initiatives and venues (mission trips, Sunday School classes, events, etc.) based on demographic findings (Year Three).
  - Continue expansion of Single Adult Ministry initiatives and venues (Year Five).
2. Expand Core/Venture presence for Single Adults.
  - Establish Venture presence for median Single Adults, ages 35-49 (Year One).
  - Expand Core/Venture presence by two-unit minimum (Years Three and Five).
3. Expand City Sunday Nights concept from current four-week schedule.
4. Organize ministry leadership development initiative for single adults.
  - Design ministry leadership development initiative (Year One).
  - Implement ministry leadership development initiative (Year Three).
  - Refine ministry leadership development initiative (Year Five).

### **Senior Adult Ministry**

1. Organize Senior Adult Council to assist with planning and execution of ministry initiatives.
  - Age-related physical health issues.
  - Age-related spiritual and emotional issues.
  - Fellowship-building events to deepen community among senior adults.
2. Design initiative for intentional enlistment of senior adults for Church missions projects, volunteer service ministries (Haven for Hope, Yes Lord!, etc.), and mentoring ministry.
3. Develop training program for senior adults in the area of social networking and other technology-based communication applications.

### **Median Adult Sunday School**

1. Organize inter-generational activities with older adults and children, youth, and preschoolers.
2. Adopt a Sunday School department of another generation to support, encourage, and reinforce.

### **Young Adult Ministry**

1. Provide programming for life stages of young adults that promotes community and discipleship.
  - Provide quarterly training and equipping sessions on marriage, parenting (team with age-graded ministries), and finances.
  - Establish gender-specific ministries for young adults.
    - Men's Ministry. Recruit leadership team; e.g., quarterly breakfast.
    - Women's Ministry. Work with leadership in place to define scope.
  - Connect church members through neighborhoods. Train and equip members to host block parties (two annually) for outreach and community building.

### **Other Opportunities**

1. Explore the possibility of hosting an all-day, church-wide celebration of our diverse Church family, similar to the Texas Folklife Festival model.

## Youth Ministry

1. Schedule and implement “off-campus” programming designed to “reach” into neighborhoods and onto school campuses.
  - House groups (fall semester).
  - Refuge Tour (spring semester).
  - Guys & Girls Bible Studies (week nights).
2. Use “large events” for outreach, discipleship, and community.
  - Beach Reach (fall).
  - Winter Retreat/Mission Trip (winter).
  - Ski Trip (winter/spring).
  - D-Now (Freedom Weekend) (spring).
  - High School and Middle School Camp (summer).
3. Create “year-round” parent ministry for community building, outreach, and equipping parents of youth.
  - Quarterly meetings and monthly newsletters.
  - Accountability/Prayer Groups (moms, dads, empty nest).
  - VBS Track for parents of teenagers.
4. Disciple teenagers in the areas of apologetics and Christian worldview.
  - Youth University.
  - Sunday School emphasis.
  - Special conference (Focus on the Family/Worldview Academy).
5. Foster youth fellowship and community.
  - Sunday Night fellowships (nine annually).
  - Open Gym Night (summer).
  - Sunday School fellowships (quarterly).
6. Provide opportunities for youth worker training and community; e.g., quarterly fellowships.

## **Children's Ministry**

### *Children*

#### **Education and Training**

1. Develop a Sunday School structure for first through sixth grades in accordance with the approved curriculum.
2. Implement age-level appropriate lessons that correlate or complement Time for Teaching sermons offered throughout the year.
3. Provide opportunities to introduce and cultivate a spirit of mission-minded children with a servant's heart.
  - Girls in Action, Royal Ambassadors, Children in Action (Summer Missions).
  - VBS mission projects.
  - Christmas Party mission projects.

#### **Outreach and Fellowship**

1. Minister to children to cultivate a sense of church community: birthday cards; sibling births; and phone calls, hospital visits or other contact when ill, medical or family crisis.
2. Schedule and implement events to attract current members, friends of members, prospects and un-churched children and families.
  - Summer Nights Out (PNO for the summer).
  - Royal Purpose Ministries.
  - Seasonal fellowship (Back to School, Fall Celebration, Christmas Celebration, skating, ice skating, bowling, movie night, kite flying, lock-in).
3. Create new themed events on a quarterly basis; e.g., Sports Sundays and Bible Character Day.
4. Plan and execute large-scale, off-campus outings – two currently, increase to four annually.
  - Children's Camp.
  - Preteen Retreat.
  - Amusement park trips.
  - Day camping excursions; e.g., Enchanted Rock.
5. Plan and execute special day events.
  - Valentine lunch for parents.
  - Mother's Day event and gift.
  - Children's Day event.
  - Father's Day event and gift.
  - Seasonal events: Fall Celebration, Christmas party.
6. Follow up with new visitors, prospects, and VBS/special events guests to encourage return visits and inform of upcoming events: Website, email, phone calls, personal notes, and Facebook.

## **Safety, Security and Aesthetics**

1. Develop and implement security policy to ensure child safety and volunteer screening. Conduct background checks on all volunteers in accordance with insurance and state requirements.
2. Create and display signage emphasizing the invitation to the children's area entrance.
  - Awnings or painted columns and visible signage into Webb Hall from the river lot doors.
  - Tasteful and updated décor in Webb Hall entrance to children's area.
  - Continue to update décor in children's area and classrooms to create memorable and inviting environment for learning and teaching.

## **Parents**

### **Education and Training**

1. Disciple children's parents to become Godly role models for their children.
  - Children's library resources.
  - Literature gifts of teaching.
  - Quarterly parenting classes.

### **Outreach and Fellowship**

1. Minister to parents by providing couples and group fellowship time.
  - Monthly Parent's Night Out, and Summer Nights Out in summer.
  - Valentine Parent Luncheon, with childcare and lunch for child provided at no charge.
  - Quarterly Sunday School Fellowship, with childcare provided at no charge.
2. Visit and provide meals to families in crisis: hospital admissions; major medical and illness; and loss of loved one, job, home.

## **Volunteer and Paid Staff**

### **Education and Training**

1. Research and implement fresh ideas for preschool and children's worker training, leadership and classroom management.
  - New Year Kick-off.
  - Teacher appreciation.
  - Promotion Kick-off.
  - Additional events from Educational Staff Calendar.
  - E-training, newsletter articles, and book club.

### **Outreach and Fellowship**

1. Minister to volunteers and paid staff to cultivate a sense of church community.
  - Annual to biannual departmental fellowships.
  - Birthday cards.
  - Visit and provide meals to those in crisis: hospital admissions; major medical and illness; and loss of loved one, job, home.

## **Preschool Ministry**

### *Preschoolers*

#### **Education and Training**

1. Develop Sunday School structure for birth through threes for the “Venture Track.”
2. Implement age-level appropriate lessons that correlate or complement Time for Teaching sermons offered throughout the year.
3. Provide opportunities to introduce and cultivate a spirit of mission-minded children with a servant’s heart.
  - Mission Friends, Girls in Action, Royal Ambassadors.
  - VBS mission projects.
  - Christmas Party mission projects.

#### **Outreach and Fellowship**

1. Minister to children to cultivate a sense of church community: birthday cards; sibling births; and phone calls or other contact when ill, medical or family crisis.
2. Schedule and implement events to attract current members, friends of members, prospects and un-churched children and families.
  - Summer Nights Out (PNO for the summer).
  - Royal Purpose Ministries.
  - Seasonal fellowship (Back to school, Fall Celebration, Christmas Celebration).
3. Create new themed events on a quarterly basis; e.g., Sports Sundays.
4. Plan and execute annual large-scale, off-campus outing; e.g., zoo or museum trip.
5. Plan and execute special day events.
  - Valentine Lunch for parents.
  - Mother’s and Father’s Day events and gifts.
  - Children’s Day event.
  - Seasonal events: Fall Celebration, Christmas Party.
6. Follow up with new visitors, prospects, and VBS/special events guests to encourage return visit and inform of upcoming events: Website, email, phone calls, and personal cards and notes.

#### **Safety, Security and Aesthetics**

1. Develop and implement a security policy that is clear for parents, volunteers, older children, and all church members to understand and follow.
  - Only parents and older children attended by parents allowed in the preschool wing.
  - Doors to preschool area personally manned during high volume arrival and departure.
  - Ensure a working computerized system that can easily provide access to reports, parent location, and vital information.
  - Conduct background checks on all volunteers in accordance with insurance and state requirements.

2. Create and display signage emphasizing the invitation to the preschool and children's entrance.
  - Awnings or painted columns and visible signage into Webb Hall from the river lot doors.
  - Tasteful and updated décor in Webb Hall entrance to preschool.
  - Continue to update décor in preschool wing and classrooms creating a memorable and inviting environment for learning and teaching.

## *Parents*

### **Education and Training**

1. Disciple preschool parents to become Godly role models for their children.
  - First Touch.
  - Fathers and Sons.
  - Preschool library resources.
  - Literature Gifts of Teaching.
  - Quarterly parenting classes.
  - Baby/Home Dedication and Rose Recognition of new babies.

### **Outreach and Fellowship**

1. Minister to parents by providing couple and group fellowship time.
  - Monthly Parent's Night Out and Summer Nights Out in summer.
  - Valentine Parent Luncheon, with childcare and lunch for child provided at no charge.
  - Quarterly Sunday School Fellowship, with childcare provided at no charge.
2. Visit and provide meals to families in crisis: hospital admissions; major medical and illness; and loss of loved one, job, home.

## *Volunteer and Paid Staff*

### **Education and Training**

1. Research and implement fresh ideas for preschool and children's workers training, leadership and classroom management.
  - New Year Kick-off.
  - Teacher Appreciation.
  - Promotion Kick-off.
  - Additional events from Educational Staff Calendar.
  - E-training, newsletter articles, and book club.

### **Outreach and Fellowship**

2. Minister to volunteers and paid staff to cultivate a sense of church community.
  - Annual to biannual departmental fellowships.
  - Birthday cards.
  - Visit and provide meals to those in crisis: hospital admissions; major medical and illness; and loss of loved one, job, home.

# 2010 Strategic Plan – Communications

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## STRATEGIC GOAL

**Excellence in Communication:** We will create a dynamic communication strategy through the application of technology, multiple communication channels, and best practices of information management. (Everyone communicates effectively, all the time.)

## OBJECTIVES

1. Elevate communications to a strategic role as a key ministry within the Church.
  - Create senior communications leadership position, with responsibility for church communications, to support all areas of ministry.
  - Define and emphasize church brand identity, including logo, style guides, etc.
  - Develop and support interactive media, such as discussion boards and blogs, to encourage the sharing of information and help people connect with one another and the groups to which they belong.
2. Simplify and focus communications.
  - Develop simplified communication strategy that establishes criteria for media use to ensure the effective promotion of ministries and events.
  - Develop and manage new church Website; coordinate design and content with other media.
3. Promote ministry effectiveness.
  - Prominently feature and support the Church's teaching model (independent study, Sunday School, worship, and Circles of Six) to enrich and deepen learning experiences.
  - Centralize communication activities to enable church leadership to focus on their respective ministry responsibilities.
  - In concert with church leadership, develop and coordinate a communication program for the promotion and support of the Church's spiritual formation activities.
  - Develop and make available spiritual and study resources on the Church Website.
  - Improve Sunday School communications and train leadership in effective communication procedures.
4. Reorganize, redesign, and coordinate communication media.
  - Redesign and coordinate the Welcome Book, Bulletin, and Sunday School Overview.
  - Improve interior and exterior signage.
  - Enhance welcome center effectiveness through increased visibility, signage, furnishings, the equipping of volunteers, and an intentional visitor contact program.
  - Redesign and coordinate ministry nomenclature and graphic identity.

# 2010 Strategic Plan – Stewardship of Resources

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## STRATEGIC GOAL

**Stewardship of Resources:** We will be good stewards of our time, talent, and finances. We will maintain and manage our facilities, plan and build for the future to meet the ministry needs of the Church.

## OBJECTIVES

### Lay Ministry

1. Foster spiritual maturity and Christian discipleship through deep and passionate involvement in Church ministry and service opportunities.
  - Form a planning group to identify service opportunities, encourage meaningful involvement, and coordinate their promotion and support.
  - Create an online, user-generated database as a ministry resource to provide information concerning member preferences, passions, gifts, experience, talents, and skills.
  - Provide participant resources and counseling to facilitate spiritual growth, connection, and commitment.
  - Train and equip ministry leaders in volunteer recruitment and leadership skills.
  - Develop and maintain a system of accountability to ensure new member involvement within six months of church membership.
2. Shift from a staff-dependent (execution) model to staff-supported (enabling/investing) mindset, and develop volunteer leadership to leverage staff resources.
  - Promote spiritual growth among church membership.
  - Elevate staff members to a higher level of effectiveness for long-term growth.

### Facilities and Sustainability

1. Form a planning group to coordinate development of a **facilities plan** in support of the ministry needs of the Church.
  - Develop a central plant for the efficient operation of heating and cooling systems and assurance of service availability in the event of catastrophic failure of current systems.
  - Consider ministry needs, including Sunday School safety concerns (e.g., Kokernot third floor accessibility), preschool space, choir suite, signage, and landscaping.
  - Plan for the use, development, or disposition of ancillary properties, including the CMC Building, 4<sup>th</sup> Street properties, McCullough parking lots, and River parking lot.
2. Adopt a **sustainability plan** for the stewardship of resources and minimization of environmental impact.
  - Promote energy efficiency, deploy new technology to reduce operating costs, and consider energy-efficient building solutions, including the replacement of windows.
  - Implement preventive maintenance program for infrastructure and equipment, including HVAC systems.